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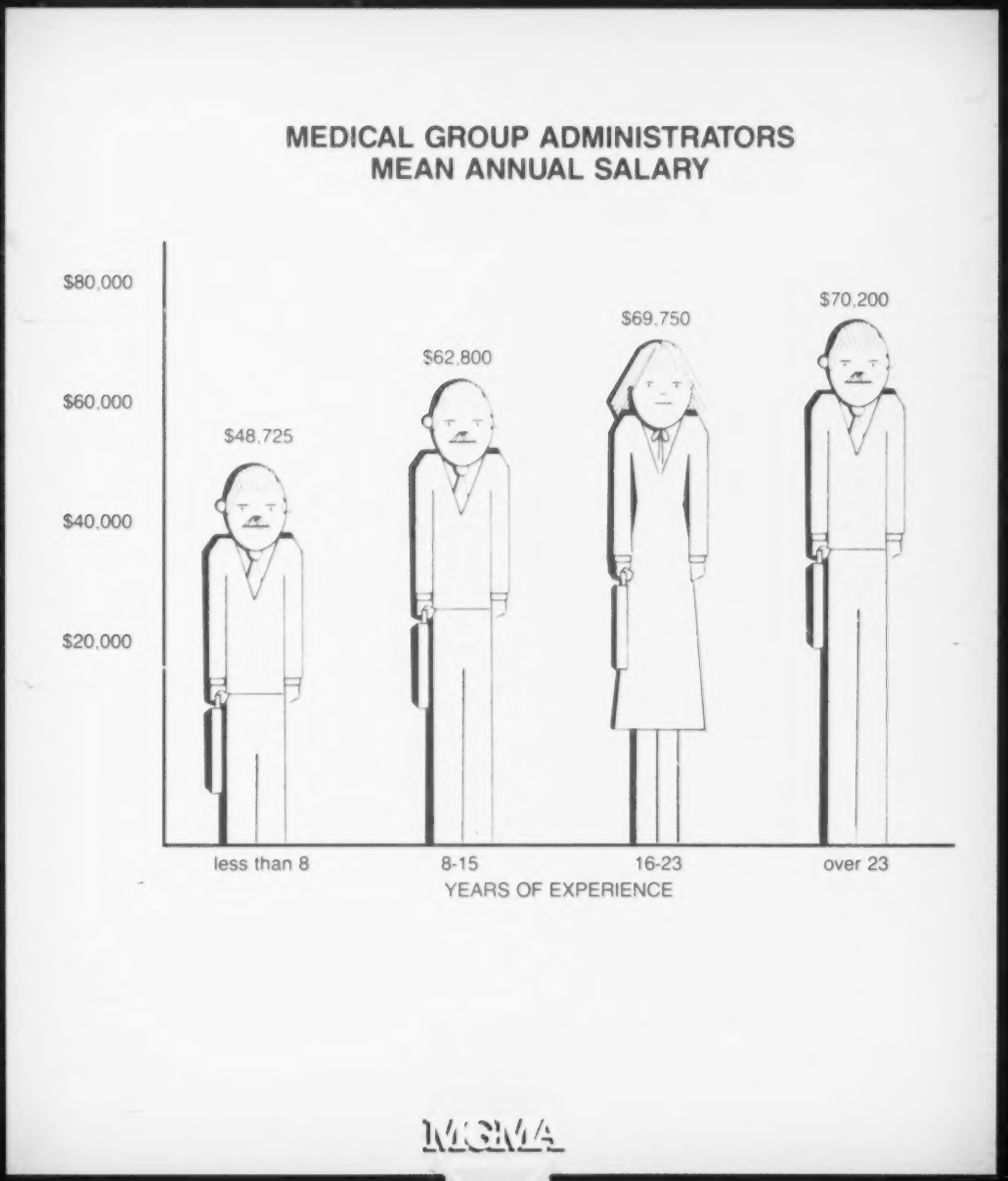
1987 Membership Salary and Fringe Benefit Survey Report



MGMA

MEDICAL GROUP MANAGEMENT ASSOCIATION

MGMA 1987
MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY REPORT

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The 1987 Cost and Production Surveys were compiled by the Medical Group Management Association Computer Department and the Center for Research in Ambulatory Health Care Administration, the research affiliate of the Medical Group Management Association.

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INTRODUCTION

The MGMA 1987 Membership Salary and Fringe Benefit Survey Report is based on data provided by MGMA members during May and June, 1987. The data contained in this report should be of interest to MGMA members, their group physician staffs, and others concerned with the level of compensation for group practice administrators.

Survey questionnaires were mailed to all MGMA active and associate members; 2281 questionnaires were returned, representing a response rate of 35.2 percent. To make the survey as current as possible, respondents were asked to use 1987 compensation data as the basis for completing their questionnaires. For example, when an administrator is compensated with a percentage of group revenue or by a bonus arrangement, the survey instructed the respondent to provide a "best estimate" of what 1987 total compensation would be.

Confidentiality of the data provided in the survey questionnaires has been strictly followed. Respondents were asked not to sign or identify their questionnaires, and plain envelopes were provided for their responses. To further insure anonymity in this survey report, data were suppressed when there were five or fewer responses in a category.

This report is copyrighted by the Medical Group Management Association. The MGMA/CRAHCA staff realizes the sensitive nature of salary and fringe benefit information and will maintain strict confidentiality of individual responses.

The format and content of the MGMA Membership Salary and Fringe Benefit Survey are the responsibility of the MGMA Financial Management Committee. If you have a question concerning the survey results, or comments on how this report could be enhanced or the survey questionnaire improved, please contact one of the members of the Financial Management Committee or the MGMA/CRAHCA staff. Changes made in the 1987 survey and report are a direct result of member suggestions during the past year.

Your continued cooperation by participating in your Association's surveys is appreciated.

—1987 MGMA Financial Management Committee
and the MGMA/CRAHCA Staff

HOW THIS REPORT WAS COMPUTED

The Center for Research received, processed, and edited all survey questionnaires. Completed questionnaires were examined for clarity and content validity. A visual edit was made to insure that information was reported in the appropriate spaces on the questionnaire, and a computational edit was performed to insure correct data entry. When a questionnaire contained incomplete data, a decision was made as to whether the questionnaire would be included in the computations. The computer programs creating this report were developed by the MGMA computer department utilizing a McDonald-Douglas Microdata SEQUEL 9200 computer system.

Annual salary, as reported in these results, includes the following: annual salary, Christmas or other taxed special bonus, taxed profit sharing payment, and payment in lieu of vacation.

Annual fringe benefit data were reported in categories of: contribution to retirement program(s); insurance benefits (total premium cost for health/medical, dental, term life, and accidental death/disability insurance); automobile allowance (excluding mileage reimbursement); education/meeting/conference allowance; paid legal/tax fees; and professional association dues. Any noncategorized benefits were placed in an "other" category. Total annual fringe benefits compensation data are reported in tables on pages 28 through 31; detailed mean and median averages for each fringe benefit category are presented in the table on page 8.

All data tables report median (50th percentile or 50%), 25th percentile (25%), and 75th percentile (75%) information. The median, simply stated, is the midpoint of all responses by participants. For example, with 83 responses, the median is the data reported by the respondent ranked 42nd when the data are ranked from low to high. The first 25th percentile is the point at which 75 percent of the respondents earned higher salaries. In this example, it is represented by averaging the 20th and 21st ranked responses. Similarly, the 75th percentile is the point at which 25 percent of the respondents earned higher salaries. In a sample of 83 respondents, the 62nd and 63rd ranked salaries are averaged for this indicator.

HOW TO USE THIS REPORT

To use this report, administrators should examine both their professional backgrounds and the demographic characteristics of their groups. Each table in the report should then be examined for applicability. By selecting appropriate tables, a compensation profile of administrators having similar characteristics can be constructed.

Compensation information derived from this report should be adjusted for such factors as managerial expertise, current salary level, financial status of the group, and the relationship between the administrator and the group's physician board. Traditionally, medical groups' boards place the greatest emphasis on the variables of size of group, group total revenue, number of persons supervised, education level, and management health care experience when establishing salary and fringe benefits.

Tables and graphic presentations separate respondents into two major categories: chief administrators and not chief administrators. Question II.3 (see page 32 for copy of survey questionnaire) was used to separate respondents into these two categories. Respondents who identified themselves as executive director/chief administrative officer (answer number 1) or as university group administrator (answer number 2) were recoded as chief administrative officer. Respondents who identified their position in the group as assistant/associate administrator (answer number 3), office manager (answer number 4), controller/chief financial officer (answer number 5), business manager (answer number 6), or as personnel director (answer number 7) were recoded as not chief administrative officer. Respondents who identified themselves as the group medical director (answer number 8), physician partner/shareholder (answer number 9), or as other (answer number 10) were excluded from this classification.

Due to the small number of respondents that identified themselves as medical director, this category was not included on the survey tables. Median salary of the eleven medical directors who participated in the survey was $127,000.

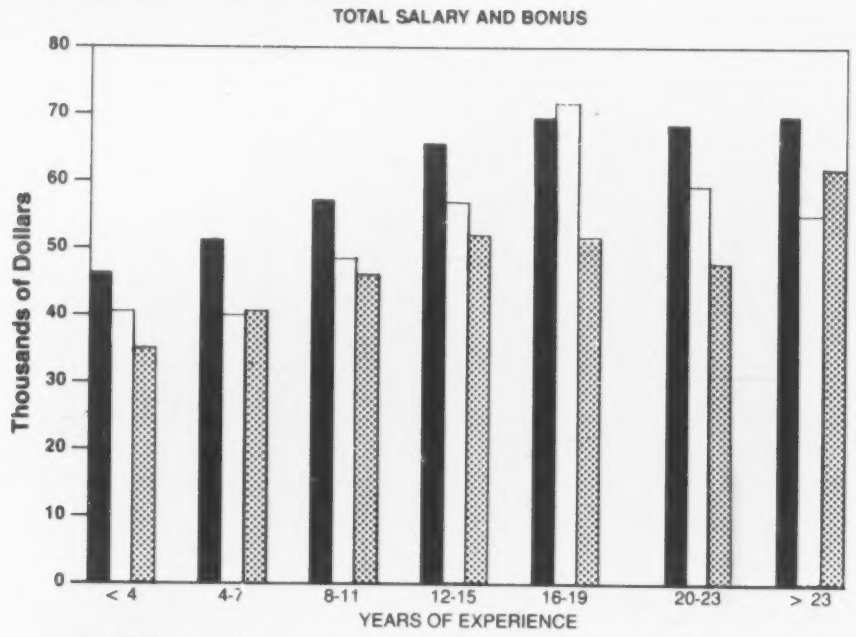
Appropriate caution should be used in interpreting this report. The data presented here are the results of responses from the MGMA members returning survey questionnaires and may not be representative of group practice administrative salaries and fringe benefits in general. Additionally, certain segments of the MGMA membership, such as administrators of large multispecialty medical groups, are underrepresented in this survey. Also, the lower the number of respondents for a particular sample, the lower the level of confidence that should be placed in the data.

DEMOGRAPHIC PROFILE OF RESPONDENTS

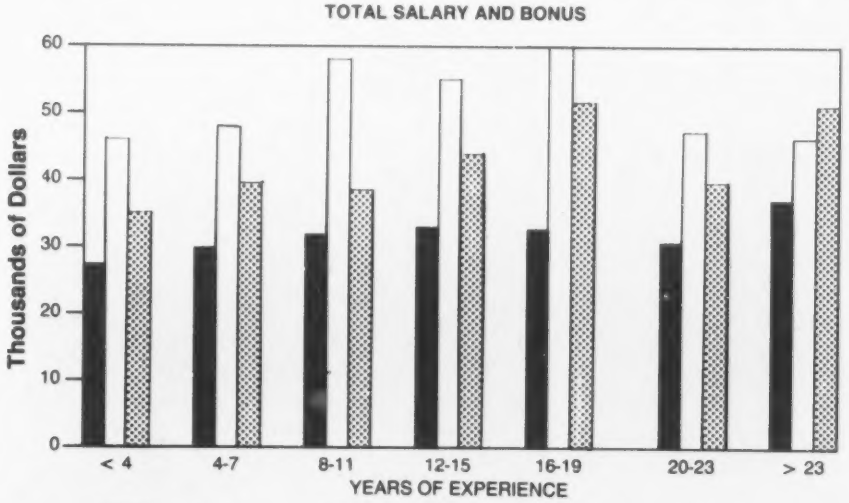
	Frequency	Percent
MGMA Section		
Eastern	458	20.1%
Midwest	638	28.0
Southern	660	29.0
Western	510	22.4
Canada	11	.5
	2277	100.0%
Missing	4	
Number of FTE Physicians		
6 or less	611	26.9%
7 to 15	667	29.4
16 to 25	263	11.6
26 to 50	296	13.0
51 to 100	176	7.8
over 100	256	11.3
	2269	100.0%
Missing	12	

	Frequency	Percent
Group Type		
Single Specialty	1155	50.8%
Multispecialty	1119	49.2
	2274	100.0%
Missing	7	
Group Payment Mechanism		
Fee-for-Service	1319	58.2%
Fee-for-Service/Prepaid	915	40.3
Prepaid	34	1.5
	2268	100.0%
Missing	13	
University Affiliation		
Centralized Plan	185	8.2%
Departmentalized Plan	242	10.7
University Health Service	39	1.7
Other	46	2.0
Not University Affiliated	1755	77.4
	2267	100.0%
Missing	14	

MGMA 1987 Salary Survey
Executive Summary — Graphic Diagrams
Comparison of Salaries by Position Title



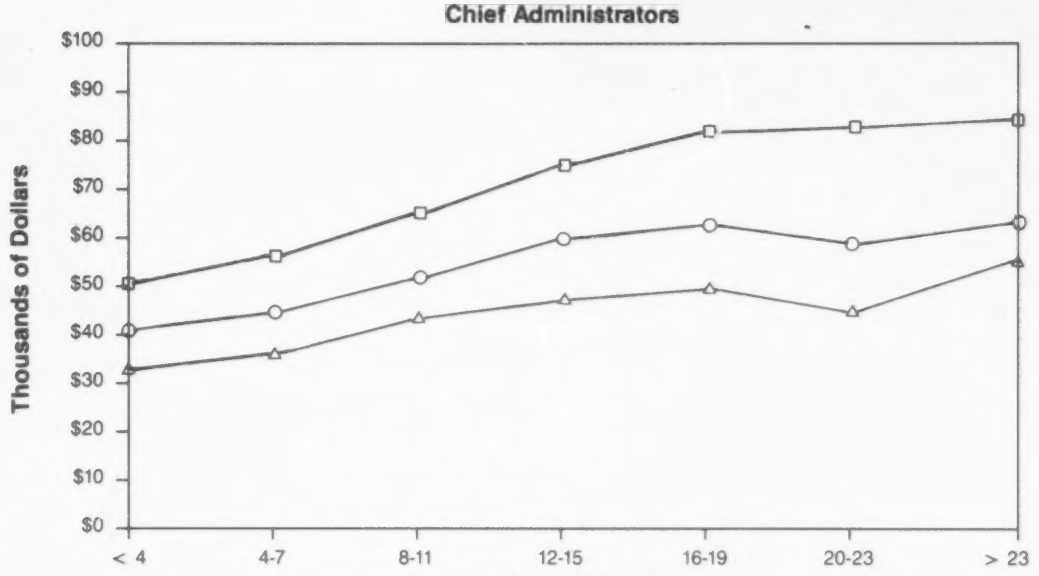
	Chief Admin	Univ. Admin	Asst Admin				TOTAL
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATIVE OFFICER							
Mean Salary	$45,796	$50,778	$58,461	$66,903	$69,890	$69,498	$70,196	
No. of Respondents	99	142	197	209	148	77	63	935
UNIVERSITY ADMINISTRATOR							
Mean Salary	$41,538	$39,959	$47,503	$56,880	$72,773	$59,360	$54,415	
No. of Respondents	24	43	60	46	17	10	8	208
ASSISTANT ADMINISTRATOR							
Mean Salary	$34,772	$40,630	$44,903	$51,925	$51,516	$47,825	$62,939	
No. of Respondents	75	76	73	52	26	10	10	322



	Office Manager	Controller/Chief Financial Officer	Business Manager				TOTAL
OFFICE MANAGER							
Mean Salary	$28,308	$29,877	$31,472	$32,544	$33,252	$31,503	$36,438	
No. of Respondents	42	64	64	32	18	9	14	243
CONTROLLER/CHIEF FINANCIAL OFFICER							
Mean Salary	$46,862	$48,047	$57,797	$56,450	$60,120	$47,200	$47,050	
No. of Respondents	38	17	18	7	10	5	4	99
BUSINESS MANAGER							
Mean Salary	$34,410	$38,893	$38,562	$42,810	$50,084	$39,750	$50,638	
No. of Respondents	103	104	84	59	34	17	21	422

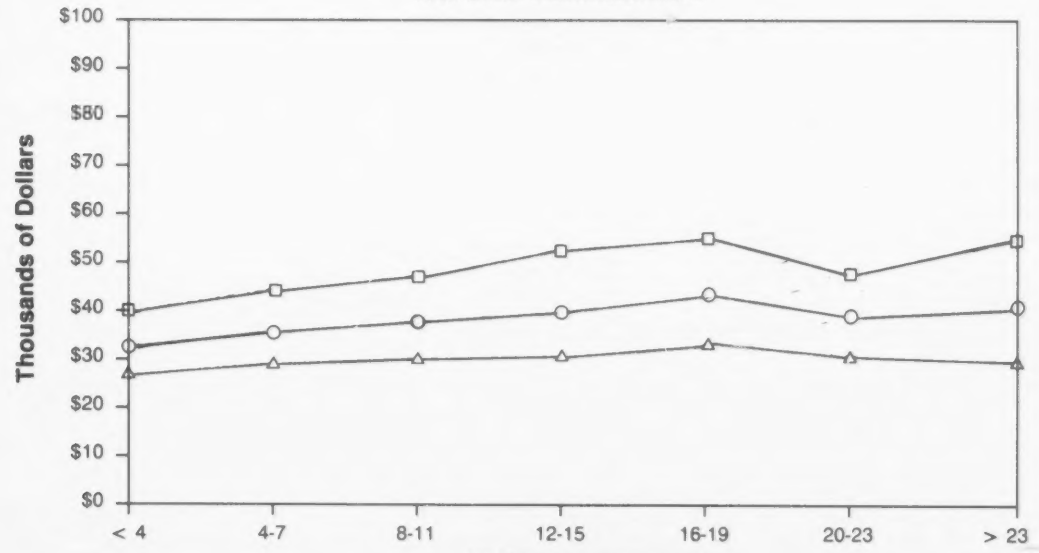
MGMA 1987 Salary Survey
Executive Summary — Graphic Diagrams
Total Salary and Bonus — All Respondents

Chief Administrators



75th Percentile	$50,400	$56,500	$65,000	$75,500	$84,000	$85,000	$86,800
50th Percentile	41,400	45,000	51,800	60,000	63,900	60,000	65,000
25th Percentile	32,508	35,200	42,000	48,000	50,000	45,800	47,310
Number of Respondents	123	185	257	255	165	87	71

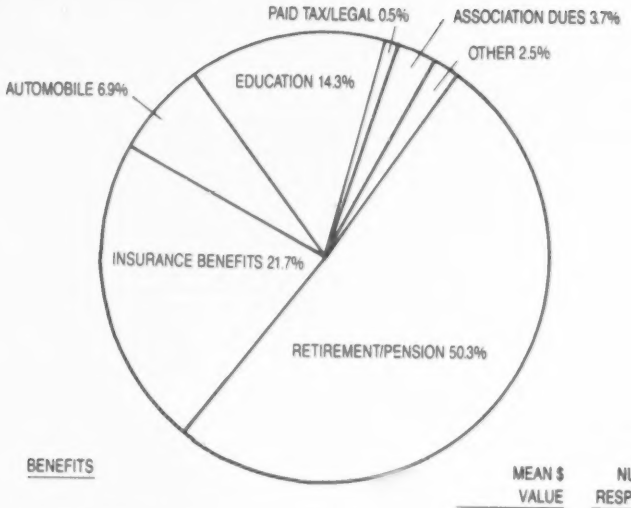
Not Chief Administrators



75th Percentile	$40,000	$44,500	$46,950	$52,000	$55,000	$48,200	$55,000
50th Percentile	33,000	36,000	38,000	40,000	44,000	40,000	41,750
25th Percentile	27,300	29,000	30,350	31,300	34,000	32,000	31,000
Number of Respondents	261	271	244	154	91	42	50

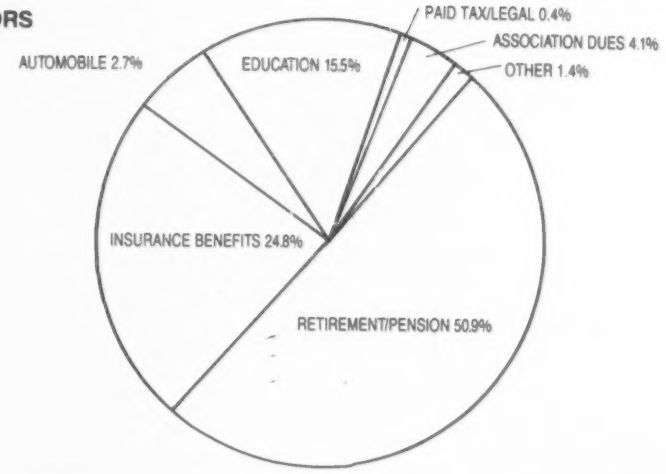
MGMA 1987 Salary Survey
Executive Summary — Graphic Diagrams
Fringe Benefits — All Respondents

CHIEF ADMINISTRATORS



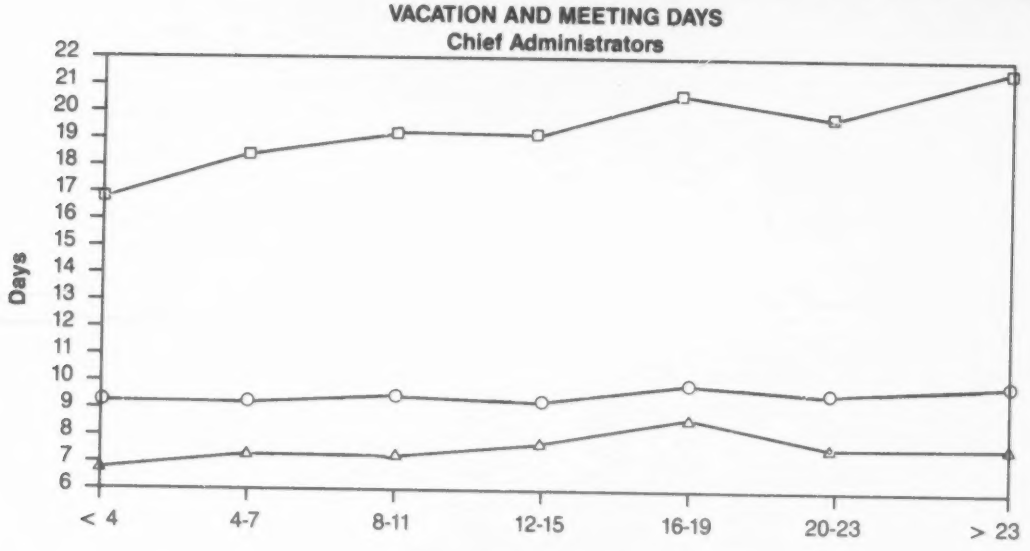
BENEFITS	MEAN $ VALUE	NUMBER OF RESPONDENTS	% WITH BENEFIT	% OF TOTAL VALUE
RETIREMENT/PENSION	$7,329	958	84.8%	50.3%
INSURANCE BENEFITS	2,892	1048	92.6%	21.7%
AUTOMOBILE	3,511	275	24.3%	6.9%
EDUCATION	2,125	942	83.4%	14.3%
PAID TAX/LEGAL	706	104	9.2%	0.5%
ASSOCIATION DUES	511	1000	88.5%	3.7%
OTHER	1,337	266	23.5%	2.5%
TOTAL FRINGE BENEFITS	$12,348	1130		100.0%

NOT CHIEF ADMINISTRATORS

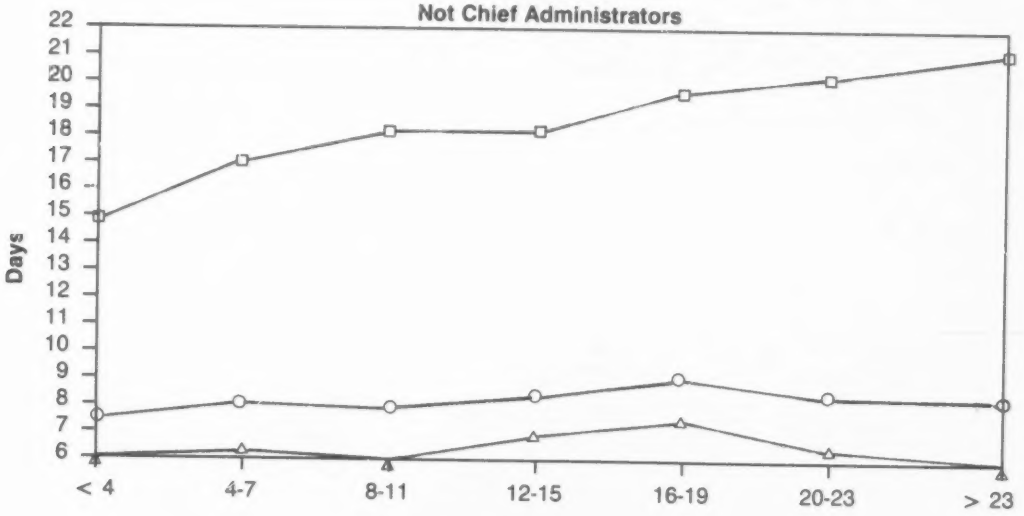


BENEFITS	MEAN $ VALUE	NUMBER OF RESPONDENTS	% WITH BENEFIT	% OF TOTAL VALUE
RETIREMENT/PENSION	$4,918	919	83.9%	50.9%
INSURANCE BENEFITS	2,195	1002	91.5%	24.8%
AUTOMOBILE	1,478	165	15.1%	2.7%
EDUCATION	1,662	828	75.6%	15.5%
PAID TAX/LEGAL	757	52	4.7%	0.4%
ASSOCIATION DUES	390	937	85.6%	4.1%
OTHER	906	141	12.9%	1.4%
TOTAL FRINGE BENEFITS	$8,253	1095		100.0%

Mean Vacation and Meeting Entitlement and Meeting Attendance



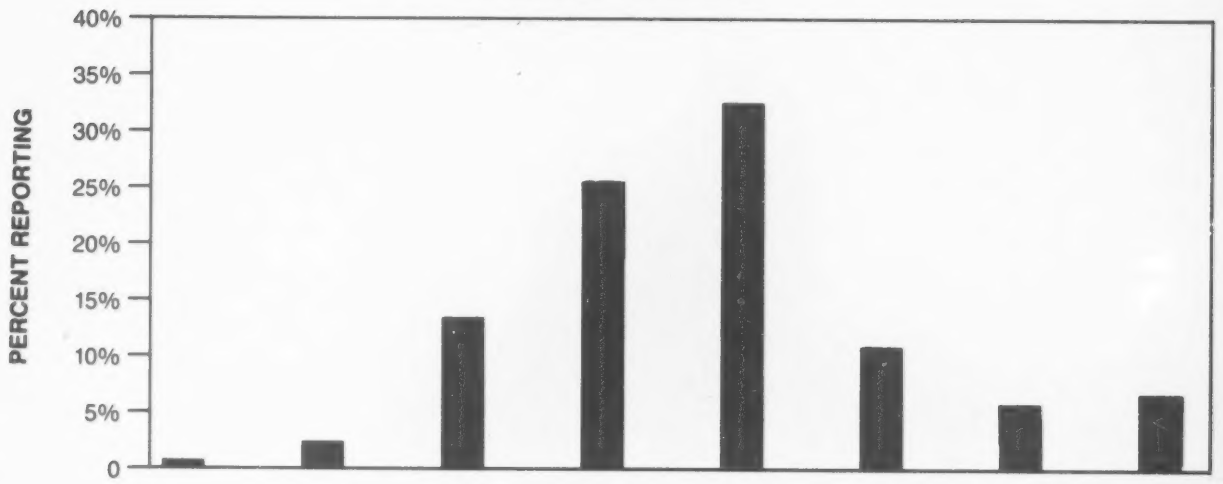
	□ Vacation Entitlement		○ Meeting Entitlement		△ Meeting Attendance			Total
Vacation Entitlement	16.8	18.5	19.1	19.0	20.8	19.9	21.6	
No. of Respondents	121	184	251	251	164	87	68	1126
Meeting Entitlement	9.3	9.1	9.6	9.3	10.0	9.5	9.9	
No. of Respondents	87	131	199	191	125	57	53	843
Meeting Attendance	6.7	7.4	7.4	7.8	8.6	7.4	7.6	
No. of Respondents	100	172	239	232	151	74	67	1035



	□ Vacation Entitlement		○ Meeting Entitlement		△ Meeting Attendance			Total
Vacation Entitlement	14.9	17.0	18.2	18.0	19.8	20.0	21.4	
No. of Respondents	259	266	243	153	91	42	49	1103
Meeting Entitlement	7.4	8.1	8.1	8.3	9.0	8.3	8.2	
No. of Respondents	158	176	165	101	61	32	37	730
Meeting Attendance	5.9	6.2	5.8	6.8	7.2	6.3	5.7	
No. of Respondents	208	240	214	132	83	36	47	960

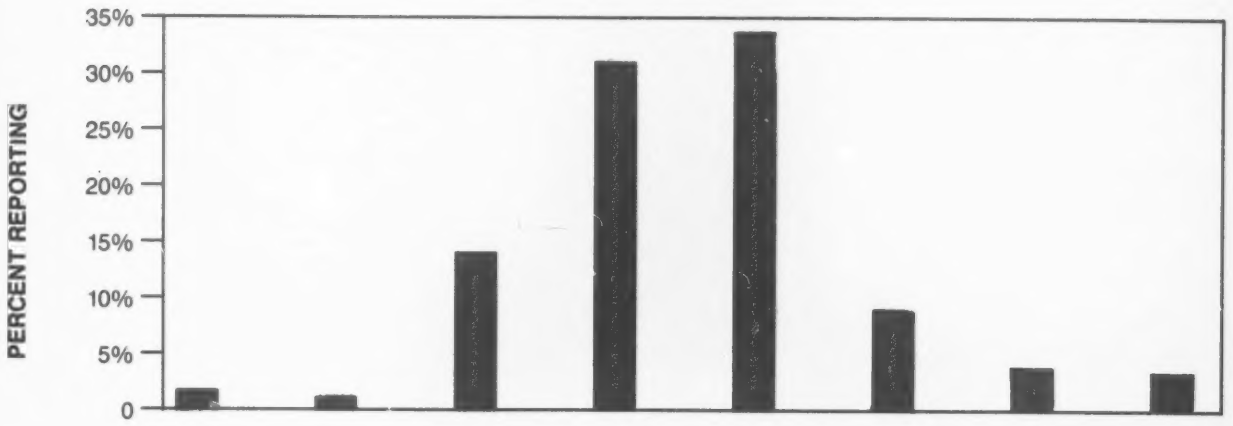
MGMA 1987 Salary Survey
Percent Change in Salary 1986-1987 — All Respondents

PERCENT CHANGE IN SALARY
CHIEF ADMINISTRATORS



	Decrease Over 5%	Decrease 1-5%	NO CHANGE	Increase 1-5%	Increase 6-10%	Increase 11-15%	Increase 16-20%	Increase Over 20%
Percent	1.0%	2.2%	14.2%	25.7%	32.5%	11.5%	6.2%	6.6%
No. of Respondents	10	22	141	256	324	115	62	66

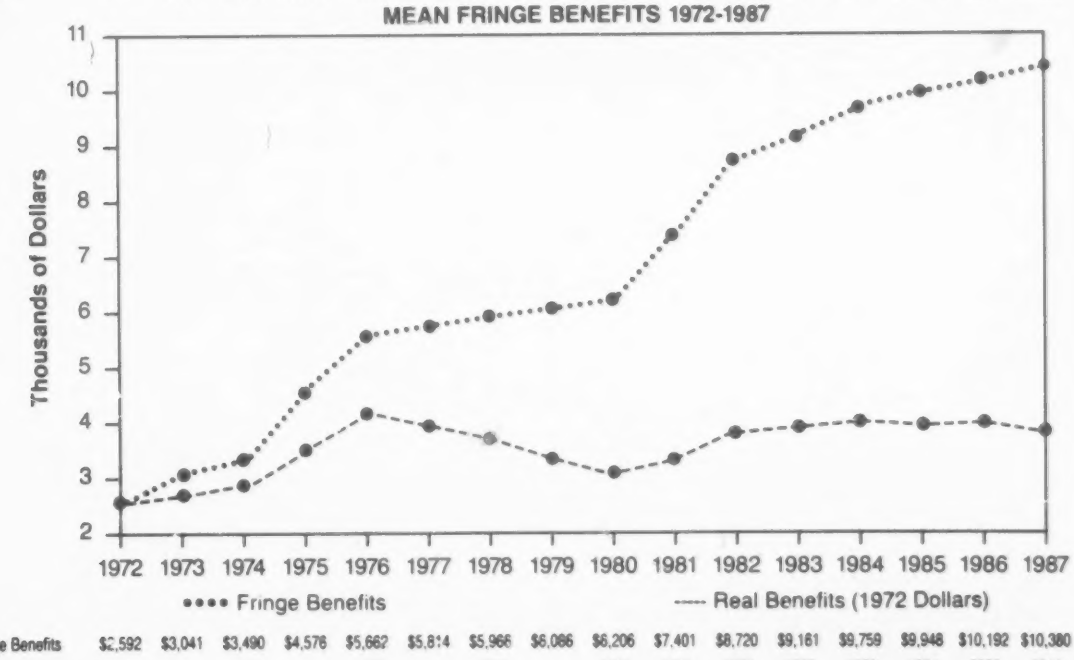
PERCENT CHANGE IN SALARY
NOT CHIEF ADMINISTRATORS



	Decrease Over 5%	Decrease 1-5%	NO CHANGE	Increase 1-5%	Increase 6-10%	Increase 11-15%	Increase 16-20%	Increase Over 20%
Percent	2.0%	1.3%	14.0%	31.3%	34.0%	9.4%	4.3%	3.8%
No. of Respondents	20	13	141	314	341	94	43	38

MGMA 1987 Salary Survey
Mean Salary and Fringe Benefits 1972-1987

Mean Salary	$20,560	$21,405	$22,250	$22,605	$22,960	$25,040	$27,119	$29,689	$32,259	$35,013	$39,194	$40,211	$43,154	$45,435	$48,039	$50,281
No. of Respondents	906		1189		1307		1292		1563	1607	1666	1722	1754	2070	2064	2281
Consumer Price Index	3.4%	8.8%	12.2%	7.0%	4.8%	6.8%	9.0%	13.3%	12.4%	8.9%	3.9%	3.8%	4.0%	3.8%	1.7%	4.5%
Real Income in 1972 Dollars	$20,560	$19,674	$18,227	$17,306	$16,773	$17,127	$17,018	$16,444	$15,896	$15,843	$17,069	$16,871	$17,409	$17,659	$18,359	$18,388
Adjusted CPI	1	1.088	1.22073	1.30618	1.36888	1.46196	1.59354	1.80548	2.02936	2.20998	2.29617	2.38342	2.47876	2.57295	2.61669	2.73445



Mean Fringe Benefits	$2,592	$3,041	$3,490	$4,576	$5,662	$5,814	$5,966	$6,086	$6,206	$7,401	$8,720	$9,161	$9,759	$9,948	$10,192	$10,380
No. of Respondents	895		1130		1100		1270		1484	1491	1638	1627	1638	1954	2035	2249
Consumer Price Index	3.4%	8.8%	12.2%	7.0%	4.8%	6.8%	9.0%	13.3%	12.4%	8.9%	3.9%	3.8%	4.0%	3.8%	1.7%	4.5%
Real Income in 1972 Dollars	$2,592	$2,795	$2,859	$3,503	$4,136	$3,977	$3,744	$3,371	$3,058	$3,349	$3,798	$3,844	$3,937	$3,866	$3,895	$3,796
Adjusted CPI	1	1.088	1.22073	1.30618	1.36888	1.46196	1.59354	1.80548	2.02936	2.20998	2.29617	2.38342	2.47876	2.57295	2.61669	2.73446

MGMA 1987 Salary Survey
Annual Salary by Group Income, Years of Experience, and Chief/Not Chief Administrator — All Respondents

Gross Annual Receipts		Years of Experience															
		LESS THAN 4		4 - 7		8 - 11		12 - 15		16 - 19		20 - 23		OVER 23		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
< 1 MIL	75%	31000	29500	43090	33800	41300	32684	****	44000	****	****	****	****	****	****	43000	33500
	50%	30000	26350	35500	26888	36500	27600	****	32900	****	****	****	****	****	****	36000	27834
	25%	28000	24000	28250	24300	26000	25200	****	26000	****	****	****	****	****	****	28000	24500
	N	9	18	12	22	14	21	****	10	****	****	****	****	****	****	47	83
1-3 MIL	75%	44000	36000	45000	38000	54500	38000	54500	40000	52743	46000	52000	45000	48800	42000	50000	39800
	50%	37500	32000	37500	32000	43300	32801	45250	34500	47050	39400	42000	35000	40500	31000	40500	33000
	25%	31700	26000	33500	27150	39000	27330	36000	29000	37250	33575	35000	30000	33951	28000	35000	28000
	N	50	90	64	106	69	80	56	55	24	32	20	23	12	13	295	399
3-6 MIL	75%	54500	40000	55500	43400	61000	46900	64000	50000	71000	50000	60250	****	67000	52000	61200	45500
	50%	42550	32375	45675	37000	52000	40000	55000	40300	57000	41000	53750	****	60000	36700	52000	36800
	25%	37250	26550	40000	28000	43700	33000	49500	30400	49900	29250	47250	****	52000	32500	43700	30000
	N	32	48	62	45	91	38	69	26	48	16	28	****	15	16	345	193
6-10 MIL	75%	63750	39100	67100	46000	65000	52350	73500	53000	80000	55900	03500	****	70000	48000	73500	49650
	50%	49200	33500	60000	38150	56500	42350	62700	41200	65000	51500	69000	****	60850	45000	61000	40000
	25%	42000	29300	53500	32200	48500	31750	53285	32500	60000	49800	55000	****	57510	41500	51000	32000
	N	16	33	21	26	36	20	32	15	27	9	15	****	12	6	159	112
10-20 MIL	75%	85500	47500	90000	50000	78000	49875	84000	54000	92000	60000	10000	****	92000	****	90000	49850
	50%	47250	39000	66000	42500	65000	44225	75000	45000	82750	47000	79400	****	82400	****	75000	44150
	25%	40000	36000	40580	32700	53000	35850	60000	42000	68500	38200	69100	****	71050	****	60000	35850
	N	9	27	15	27	19	28	47	15	30	15	11	****	16	****	147	116
20-40 MIL	75%	****	45950	75000	58000	82850	56000	00000	67600	30000	****	****	****	09000	****	09000	57750
	50%	****	35500	60000	40000	66750	48000	88000	59000	04500	****	****	****	96000	****	88000	45000
	25%	****	30000	45000	37800	59000	40000	70000	55000	90000	****	****	****	71000	****	66600	36100
	N	****	24	7	17	12	29	33	17	14	****	****	****	7	****	82	96
> 40 MIL	75%	****	55000	****	56000	00000	63000	97633	80250	20375	86700	75000	****	10000	93000	10234	72500
	50%	****	44000	****	44000	90000	48850	75000	66490	16500	76750	00000	****	03000	68000	94000	54000
	25%	****	33852	****	36500	48000	45352	68500	49250	80500	67000	96000	****	75300	49000	73500	42000
	N	****	13	****	23	11	22	13	16	12	10	7	****	7	6	55	93
<ALL>	75%	50400	40000	56500	44000	65000	47000	75500	52500	85000	55000	85000	48200	86800	54000	71500	46900
	50%	41300	33200	45000	35350	51900	38000	60000	40000	64200	44462	60000	40000	65000	41500	53500	36125
	25%	32508	27500	35200	28600	42000	30400	48000	31300	50250	34000	46000	32000	50600	31000	41600	30000
	N	122	253	185	266	252	238	255	154	160	90	86	42	70	49	1130	1092

****data suppressed due to small sample size
- -no data reported

MGMA 1987 Salary Survey
Annual Salary by Group Income, Education, and Type of Group — Chief Administrators Only

Gross Annual Receipts		Education											
		HIGH SCHOOL		ASSOC DEG		BACHELOR'S		MASTER'S		PHD, JD		<ALL>	
		MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE
< 1 MIL	75%	****	****	****	****	38800	43000	****	40500		****	46384	40500
	50%	****	****	****	****	30850	36100	****	31000		****	38800	35800
	25%	****	****	****	****	28000	35000	****	27000		****	28000	28000
	N	****	****	****	****	6	10	****	15	0	****	15	31
1-3 MIL	75%	35500	43500	55000	47800	49000	49960	50000	52000	****	****	50000	51000
	50%	34600	36000	40000	40000	41000	38700	43500	44000	****	****	40850	40100
	25%	27600	30000	34204	31682	34050	35000	37500	36650	****	****	35000	35000
	N	6	23	9	23	36	64	41	88	****	****	94	201
3-6 MIL	75%	53500	46500	57000	51000	58000	63000	62288	66250	****	68000	60000	64000
	50%	42000	42850	50500	46000	50600	53200	55250	54000	****	53250	52000	52000
	25%	38000	35800	48000	41950	44100	44000	45150	42000	****	41450	44100	42200
	N	9	10	11	17	67	73	58	83	****	12	149	195
6-10 MIL	75%	****	****	50000	****	74200	78450	69000	70000	****	****	70000	75000
	50%	****	****	48250	****	61700	65000	61300	60500	****	****	60800	63275
	25%	****	****	45000	****	59000	54250	51300	48000	****	****	51000	51800
	N	****	****	6	****	29	24	51	37	****	****	93	66
10-20 MIL	75%	****	****	83700	****	90000	81400	88100	84000	95000	****	90000	84000
	50%	****	****	71150	****	77500	67500	75000	63500	90000	****	75000	65000
	25%	****	****	58454	****	66000	40790	63000	50000	53000	****	63800	50000
	N	****	****	8	****	39	12	59	14	7	****	115	31
20-40 MIL	75%	****		****	****	100000	****	105000	****	143750		105000	****
	50%	****		****	****	75000	****	88000	****	105000		88000	****
	25%	****		****	****	66600	****	67500	****	71000		67500	****
	N	****	0	****	****	21	****	43	****	6	0	75	****
> 40 MIL	75%	****		****		110000		109000		****		110234	
	50%	****		****		94000		92400		****		94000	
	25%	****		****		75300		70000		****		73500	
	N	****	0	****	0	13	0	36	0	****	0	55	0
<ALL>	75%	53000	46500	64454	50500	75000	63000	82500	62000	100000	71000	78378	61200
	50%	39250	40000	50250	42350	57000	50000	63000	50500	85000	56000	60000	48300
	25%	34800	32500	41650	34250	44500	38000	49500	39000	70000	37000	45500	37500
	N	26	38	40	48	211	185	293	239	26	19	596	529

****data supressed due to small sample size
- -no data reported

MGMA 1987 Salary Survey
Annual Salary by Years of Experience, Education, and Chief/Not Chief Administrator — All Respondents

Years of Experience		Education											
		HIGH SCHOOL		ASSOC DEG		BACHELOR'S		MASTER'S		PHD, JD		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
LESS THAN 4	75%	35000	29000	42600	33000	52000	40700	50000	43000	58000	****	50000	40000
	50%	26250	25500	40000	28000	38250	34000	42538	34000	42500	****	41400	33000
	25%	23100	20500	28000	23000	33000	28000	35250	30000	37900	****	33000	27300
	N	6	18	7	25	30	123	68	89	10	****	121	259
4 - 7	75%	42500	39100	45000	34500	53500	40800	57400	49100	****	****	56000	44000
	50%	35650	29025	35000	30000	43900	35000	45575	42000	****	****	44550	36000
	25%	32400	24250	29000	26750	36100	28500	35100	35000	****	****	35100	29000
	N	12	32	7	39	65	102	96	94	****	****	184	269
8 - 11	75%	54500	39000	51000	36150	62900	49500	69000	54250	****	****	65000	46950
	50%	41900	30300	43113	32300	50000	40600	55000	45000	****	****	51700	38000
	25%	35200	24700	34650	25541	40600	31700	44000	36150	****	****	42000	30350
	N	14	45	18	44	86	86	133	68	****	****	256	244
12 - 15	75%	52250	35800	60000	50000	68600	52750	85000	63690	80000		75500	52500
	50%	42750	30375	51000	38500	55000	41650	67600	48150	72500		60000	40000
	25%	35500	29000	37400	29500	44500	34325	50500	40700	57300		48000	31300
	N	8	31	19	30	94	44	122	48	12	0	255	153
16 - 19	75%	50000	42500	50000	49650	77880	60000	94075	67000	24000		84000	55000
	50%	43500	34700	47800	42600	60000	45000	74500	53500	95000		63900	44462
	25%	35800	28000	45000	36000	50600	37000	60000	40000	85000		50000	34000
	N	9	21	17	16	65	31	64	22	10	0	165	90
20 - 23	75%	55000	35000	48500	43500	75000	53000	10000	****	****		85000	48200
	50%	42000	32750	43750	40500	59000	37000	64000	****	****		60000	40000
	25%	36300	29200	40000	32050	47000	32000	60000	****	****		46000	32000
	N	7	10	10	12	37	15	30	****	****	0	86	42
OVER 23	75%	53500	38194	81650	48000	93000	65000	80000	****	****		82800	55000
	50%	42000	33850	64454	38100	75000	50500	63750	****	****		65000	41500
	25%	34401	27475	40000	28000	60000	36000	51300	****	****	-	47310	31000
	N	7	12	12	11	25	21	24	****	****	0	70	49
<ALL>	75%	52000	38200	55000	40000	70000	46500	75000	54000	90000	80000	70700	46800
	50%	40000	30375	45500	32500	52766	37000	57000	42500	71000	49000	53100	36125
	25%	34401	25500	35200	27000	41000	30000	44000	33852	53000	45000	41500	30000
	N	63	169	90	177	402	422	537	331	45	7	1137	1106

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Years of Experience, Size of Group, and Chief/Not Chief Administrator — All Respondents

Years of Experience		FTE Physicians													
		5 OR LESS		6 TO 15		16 TO 25		26 TO 50		51 TO 100		OVER 100		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
LESS THAN 4	75%	45000	36200	46375	38000	65000	34850	69000	43000	90000	48000	****	44250	50400	40000
	50%	36850	30800	38500	32150	54000	29800	52700	36000	45000	43000	****	34000	41300	33000
	25%	31200	25000	31850	26300	46200	26575	37600	30200	40000	35750	****	30000	32508	27300
	N	46	97	44	54	9	20	12	42	7	20	****	28	122	261
4 - 7	75%	46250	37000	48300	45000	73000	45000	70950	47000	65000	39400	80250	55000	56650	44000
	50%	37250	30500	43000	36100	53500	39000	59000	37800	57000	36400	69200	44000	45000	36000
	25%	33750	25500	35000	28500	43000	30000	48000	33200	48250	33500	44306	37600	35225	29000
	N	48	103	73	54	23	31	24	33	8	16	8	34	184	271
8 - 11	75%	66250	36300	55500	45000	65000	41000	69000	52000	71500	57500	88300	58000	65000	47000
	50%	51750	30300	46250	34135	53000	35400	58700	44350	58000	47125	64500	48000	51800	37900
	25%	36300	25200	40000	30000	46000	31500	46100	39000	36060	41500	56500	41600	42000	30300
	N	54	73	98	67	36	14	30	22	15	20	24	43	257	239
12 - 15	75%	50000	40000	65000	50000	68600	46000	85000	56000	95000	60480	84000	80000	75500	52500
	50%	40000	32850	54500	40300	58750	39500	70000	45000	82500	52500	72323	67000	60000	40000
	25%	35500	29000	46000	32250	50500	33125	58000	33200	63800	42760	65800	48500	48000	31300
	N	35	54	80	32	36	12	41	15	30	19	32	22	254	154
16 - 19	75%	60000	40000	65000	49650	75000	57500	90000	55900	10000	****	20750	86700	84000	54000
	50%	47800	34700	53600	42100	64275	47000	80000	48702	88000	****	08000	72350	63900	44000
	25%	38800	29000	44500	33075	54000	45000	64500	44924	77500	****	74000	59300	50000	34000
	N	19	25	54	28	30	7	30	14	13	****	19	10	165	89
20 - 23	75%	52000	42500	60000	54000	76500	****	93000		20000	****	20000	****	85000	48200
	50%	42000	33540	48000	37000	60500	****	70000		10000	****	99000	****	60000	40000
	25%	37900	30000	42000	30576	55000	****	50000		63000	****	96000	****	45800	32000
	N	9	16	30	15	20	****	15	0	7	****	6	****	87	42
OVER 23	75%	50600	49800	62000	48000	78200	****	91000	****	95000	****	07850	96500	86800	55000
	50%	37500	33350	53500	35179	67000	****	78500	****	71000	****	03070	73000	65000	41750
	25%	33500	27475	43532	29184	60000	****	65000	****	69800	****	82300	52000	47310	31000
	N	10	16	17	18	13	****	14	****	9	****	8	8	71	50
<ALL>	75%	52000	38340	57313	45000	72640	45000	82000	48600	92000	57000	03000	64500	71500	46600
	50%	41000	31400	47405	35000	60000	36800	67750	40000	71500	44850	75000	47750	53250	36000
	25%	35000	26000	39775	29000	50000	30000	54570	33200	56000	37300	63000	37800	41500	30000
	N	221	384	396	268	167	91	166	127	89	86	101	150	1140	1106

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Years of Experience, ACMGA Status and Chief/Not Chief Administrator — All Respondents

Years of Experience		Status in the American College of Medical Group Administrators									
		NOT AFFIL		NOMINEE		CANDIDATE		FELLOW		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
LESS THAN 4	75%	50000	40000	57000	42400		****	****	****	50200	40500
	50%	41200	33445	43750	32000		****	****	****	41700	33390
	25%	33000	27400	31200	25500		****	****	****	33000	27300
	N	105	212	14	33	0	****	****	****	120	249
4 - 7	75%	53750	43300	55000	48000	65500	****	****	****	56500	44000
	50%	43000	35000	50000	39950	60000	****	****	****	45000	35350
	25%	35000	28500	35200	31500	56800	****	****	****	35250	29000
	N	140	227	31	34	10	****	****	****	182	264
8 - 11	75%	66000	45000	58000	55500	72000	58600	07000	****	65000	46500
	50%	51000	35300	48200	45050	60000	41800	69000	****	51700	38000
	25%	40000	29200	41600	39000	50000	33800	55500	****	42000	30600
	N	167	177	53	44	29	11	7	****	256	233
12 - 15	75%	71645	48300	81000	58000	85500	72500	85320	****	75500	52750
	50%	57000	38500	58750	47600	67500	48750	72000	****	60000	40000
	25%	44000	30175	48000	37000	52510	41000	58750	****	48000	31750
	N	149	109	48	24	32	14	25	****	254	152
16 - 19	75%	73320	53000	00000	50000	94700	****	90000	87000	85000	55900
	50%	60000	42500	80000	42200	76440	****	78150	75000	64500	44924
	25%	49150	34000	53600	32000	57000	****	60800	44000	50500	34000
	N	88	63	15	13	24	****	34	7	161	87
20 - 23	75%	79700	48000	86000	****	72000	****	20000	****	85500	48200
	50%	59500	37000	54000	****	70000	****	64550	****	60000	40000
	25%	43750	32000	47500	****	42000	****	53200	****	45900	32000
	N	48	35	13	****	9	****	14	****	84	41
OVER 23	75%	75300	51250	****	****	78200	****	03140	****	86800	60000
	50%	60000	39544	****	****	68650	****	79000	****	65000	42000
	25%	42500	30500	****	****	54000	****	66907	****	47310	31500
	N	42	36	****	****	6	****	18	****	71	48
<ALL>	75%	65500	45000	70000	50000	82500	67500	93850	84000	71573	47000
	50%	50000	35200	52900	41000	64750	52250	75000	51550	53350	36350
	25%	39000	29400	42200	32000	52000	41000	58675	36250	41775	30000
	N	739	859	179	155	110	40	100	20	1128	1074

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Size of Group, Group Payment Mechanism, and Chief/Not Chief Administrator — All Respondents

FTE Physicians		Group Payment Mechanism							
		FFS		FFS/PPD		PPD		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
5 OR LESS	75%	52000	38600	52100	37300	****		52000	38340
	50%	40000	31500	42500	31200	****		40750	31400
	25%	33600	26200	36200	25800	****		35000	26000
	N	161	317	58	67	****	0	220	384
6 TO 15	75%	58000	47800	57000	41531	****		57313	45000
	50%	48000	36000	47000	33325	****		47405	35000
	25%	39000	29200	40000	28300	****		39775	29000
	N	247	199	146	68	****	0	396	267
16 TO 25	75%	74600	44650	72000	46000	****		72640	45000
	50%	59250	39000	60000	35625	****		60000	36650
	25%	50250	30100	50000	30000	****		50000	30000
	N	84	48	78	42	****	0	167	90
26 TO 50	75%	78555	47500	85000	48450	90000	****	83000	48600
	50%	62900	37900	70000	40000	74250	****	67750	40000
	25%	50500	34100	58000	32000	60000	****	54285	33200
	N	65	52	93	71	6	****	164	127
51 TO 100	75%	78300	50000	07000	57450	****	****	93500	57000
	50%	56960	44000	86000	44750	****	****	73250	44850
	25%	43600	36000	67900	37500	****	****	56460	37300
	N	32	23	52	60	****	****	88	86
OVER 100	75%	75300	50000	10234	70700	****	****	03000	64500
	50%	70000	40850	88300	51500	****	****	75000	47750
	25%	46000	32000	66000	40000	****	****	63000	37800
	N	38	42	58	106	****	****	101	150
<ALL>	75%	63000	44000	79500	50000	86650	69000	71250	46700
	50%	50500	35000	60000	40000	64750	59000	53150	36000
	25%	39000	28500	44100	31500	45692	50000	41450	30000
	N	627	681	485	414	24	9	1136	1104

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Size of Group, MGMA Section, and Chief/Not Chief Administrator — All Respondents

FTE Physicians		MGMA Section/Affiliate											
		EASTERN		MIDWEST		SOUTHERN		WESTERN		CANADA		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
5 OR LESS	75%	47500	39000	51500	35000	60000	42200	54500	36350			52000	38180
	50%	40000	31800	40500	30000	43583	33100	40100	30000			40750	31300
	25%	35600	27000	35000	25000	34500	28000	33500	25750			35000	26000
	N	47	71	46	101	66	123	63	88	0	0	222	383
6 TO 15	75%	55000	50000	53200	39700	60000	45400	60000	53000		****	57313	45000
	50%	48425	38500	44750	31800	48500	35700	50000	40000		****	47405	35000
	25%	39650	33150	38400	26000	37000	28500	42200	32000		****	39775	29000
	N	76	57	116	69	118	89	86	51	0	****	396	268
16 TO 25	75%	65500	37950	70000	47000	81900	46000	75000	44300	****	****	72640	45000
	50%	60000	29450	55000	42250	61000	40000	60000	36050	****	****	60000	36800
	25%	45000	25575	49500	33100	51000	33500	52900	31700	****	****	50000	30000
	N	29	24	54	22	46	25	35	19	****	****	167	91
26 TO 50	75%	80000	52000	74350	53800	80000	40800	94000	48450	****	****	81700	48600
	50%	60000	38000	65000	44962	65000	35000	78218	43750	****	****	67500	40000
	25%	44000	32700	55750	37800	50000	30500	63900	36000	****	****	54570	34000
	N	32	17	44	34	45	43	42	30	****	****	165	125
51 TO 100	75%	75000	44500	97500	57400	20000	55000	19800	69000			92000	57000
	50%	56960	40400	76250	45800	84000	41000	90000	46850			71500	44850
	25%	44000	36650	62000	40000	48000	34900	65500	36500			56000	37300
	N	22	12	32	34	15	14	20	26	0	0	89	86
OVER 100	75%	87750	59300	10234	65000	97633	56700	10000	80000	****	****	03000	64500
	50%	71500	44000	82000	50000	73500	42050	00000	55000	****	****	75000	47750
	25%	62250	35000	63350	42000	65800	34500	75000	44500	****	****	63000	37800
	N	36	26	25	53	22	44	17	26	****	****	101	150
<ALL>	75%	65500	44000	69800	47000	72500	45400	76700	48000	80000	****	71250	46600
	50%	52000	36000	53000	36200	52500	35800	58000	37500	59500	****	53150	36000
	25%	40000	30000	42200	28500	40050	30000	42400	30300	55000	****	41450	30000
	N	242	207	317	313	312	338	263	240	6	****	1140	1103

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Number Persons Supervised, Years of Experience, and Chief/Not Chief Administrator — All Respondents

Number of Persons Supervised		Years of Experience															
		LESS THAN 4		4 - 7		8 - 11		12 - 15		16 - 19		20 - 23		OVER 23		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
< 6	75%	****	40000	****	39300	****	46125	75000	47200	****	****	****	42000	****	****	65800	43700
	50%	****	33780	****	34950	****	38650	58000	38500	****	****	****	36000	****	****	50000	35000
	25%	****	27000	****	30000	****	25233	37000	34900	****	****	****	29200	****	****	36000	29100
	N	****	35	****	34	****	20	7	13	****	****	****	6	****	****	21	112
6 - 15	75%	37000	40000	49000	40000	66000	39500	58750	40000	75000	47000	56250	48200	****	49000	55000	41000
	50%	31200	32000	40250	34000	49500	33750	50000	33875	54250	37500	44750	35000	****	33350	42750	33550
	25%	29000	26150	34500	26300	39000	27600	40000	30000	48210	30576	35450	30000	****	31000	34500	27600
	N	25	83	32	78	26	56	24	38	8	30	8	15	****	10	128	310
16 - 25	75%	45500	35800	45000	39000	56000	41800	75000	48300	62000	54000	60000	40000	****	45000	55000	42000
	50%	39000	32500	36300	32150	43600	32600	48375	37000	49600	47250	45000	36000	****	33979	40800	33000
	25%	33000	26900	32300	27000	36200	28000	36000	29500	38800	35750	35000	30000	****	28000	35000	28000
	N	33	58	46	62	54	61	30	33	17	16	11	9	****	14	196	253
26 - 50	75%	46200	48000	50400	45000	61000	47800	64500	50000	68000	56450	76000	54000	65000	52000	60000	48000
	50%	42000	35200	43950	38250	46000	40000	52900	39500	57000	44962	54000	37000	54000	42000	48000	39000
	25%	36000	28500	35800	32000	40000	32000	43833	31500	46384	39100	40000	34000	42500	35400	40000	31600
	N	35	45	54	50	75	49	72	28	37	20	19	7	15	9	307	208
51 - 100	75%	54500	43000	64800	44000	65000	55000	65000	64100	77880	84000	72000		72100	52000	67000	50500
	50%	47000	34000	53500	39700	52500	45326	55000	54500	58000	53000	55000		62000	40987	54000	42200
	25%	41250	28000	45000	31000	44000	36800	50000	43250	50500	42000	47500		47310	33100	46000	33500
	N	16	25	26	27	58	26	46	12	39	13	21	0	19	7	225	110
101 -- 200	75%	****	35500	77750	55650	75000	47000	76700	59500	82250	****	96500	****	91000	****	80000	57400
	50%	****	33750	64200	44500	63950	42850	66800	51250	68750	****	70000	****	75500	****	68500	45000
	25%	****	31000	53000	40400	51300	40000	60000	43380	59750	****	61750	****	62500	****	60000	35500
	N	****	10	20	16	22	14	37	20	36	****	16	****	14	****	149	73
OVER 200	75%	35000	****	67100	****	96000	65000	10234	74700	20750	****	32000	****	10000	****	17250	74700
	50%	85500	****	65500	****	79550	56650	90000	67250	04000	****	14000	****	03000	****	92000	61400
	25%	68000	****	60000	****	63000	46500	76400	48500	88100	****	96000	****	75000	****	75000	48000
	N	7	****	6	****	16	18	39	10	26	****	11	****	11	****	116	46
<ALL>	75%	50400	40000	56500	44000	65000	46950	75500	52500	84000	55000	85000	48200	86800	55000	71500	46700
	50%	41400	33000	45000	36000	51700	38000	60000	40000	63900	44000	60000	40000	65000	41750	53150	36025
	25%	32508	27150	35200	29000	42000	30350	48000	31300	50000	34000	45800	32000	47310	31000	41500	30000
	N	123	260	185	271	256	244	255	154	165	91	87	42	71	50	1142	1112

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Number of Persons Supervised, Size of Group, and Chief/Not Chief Administrator — All Respondents

Number of Persons Supervised		FTE Physicians													
		5 OR LESS		6 TO 15		16 TO 25		26 TO 50		51 TO 100		OVER 100		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
< 6	75%	****	35700	****	38400	****	43000	****	55000	****	54240	75300	52000	65800	44000
	50%	****	30588	****	31000	****	34500	****	37500	****	38300	65800	40000	50000	35000
	25%	****	22470	****	25883	****	30200	****	30000	****	34376	37000	38000	36000	29200
	N	****	28	****	16	****	11	****	15	****	16	7	25	21	111
6 - 15	75%	42000	37950	52000	45000	73750	47000	60000	45000	75000	46900	94800	58600	55000	41000
	50%	36000	30450	44250	34700	58200	36000	50250	37000	47200	40000	60500	44500	42750	33550
	25%	30000	25850	34500	30250	51200	27300	41000	32500	40000	37300	42000	35000	34500	27600
	N	51	184	34	52	16	23	14	23	7	11	6	17	128	310
16 - 25	75%	51500	38000	51000	44600	70000	50000	75000	47000	****	59000	75000	49500	55000	42000
	50%	40000	30750	40000	34000	54000	39050	58500	36000	****	42150	63050	42400	40600	33000
	25%	34500	26000	35000	28500	36100	29500	34000	34900	****	36000	40400	32000	35000	28000
	N	93	126	67	85	13	14	10	13	****	6	10	9	197	253
26 - 50	75%	62000	45000	57063	48000	75300	47000	65000	48975	63800	48000	63000	54600	60000	48000
	50%	47800	35000	46750	37000	56800	41200	55000	38600	56920	44700	61000	44500	48000	39000
	25%	37500	31000	40000	30000	45000	32000	43000	31500	42500	39000	44000	36000	40000	31600
	N	57	41	192	83	23	15	17	32	7	13	9	21	305	205
51 - 100	75%	53200	****	60000	43000	67200	41000	69000	46250	65000	58000	86600	60000	67000	50050
	50%	47500	****	52000	36000	60000	36050	55000	43450	49500	43750	73750	50050	53800	42000
	25%	42500	****	45000	31150	50000	30000	47000	34900	45000	34000	58000	43200	45900	33500
	N	17	****	82	31	77	17	17	16	13	10	18	32	224	109
101 - 200	75%		****	75000	****	75500	46200	84000	53450	75000	64150	77000	58000	80000	57400
	50%		****	57000	****	60900	37750	70000	44350	69800	54250	70000	44000	68500	45000
	25%		****	53000	****	54750	31200	60800	37100	61000	42380	65800	34500	60000	35500
	N	0	****	17	****	32	10	74	24	9	16	17	19	149	71
OVER 200	75%			****		****	****	92700	****	14000	62000	20750	81000	17250	74700
	50%			****		****	****	80850	****	90000	51500	10000	72500	92000	61400
	25%			****		****	****	68000	****	75000	43000	90000	48500	75000	48000
	N	0	0	****	0	****	****	30	****	47	14	33	27	116	46
<ALL>	75%	52000	38500	57313	45000	72640	45000	82000	48600	92000	57000	03070	64500	71500	46600
	50%	40750	31500	47405	35000	60000	36800	67750	40000	71500	44850	75000	47750	53150	36000
	25%	35000	26000	39775	29000	50000	30000	54570	33200	56000	37300	62750	37800	41450	30000
	N	222	383	396	268	167	91	166	127	89	86	100	150	1140	1105

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Size of Group, Income Determination Method, and Having a Written Employment Contract — Chief Administrators Only

FTE Physicians		Income Determination Method									
		STR SALARY		PERCENTAGE		COMBINATION		SAL + BONUS		<ALL>	
		CONTRACT	NO CNTRT	CONTRACT	NO CNTRT	CONTRACT	NO CNTRT	CONTRACT	NO CNTRT	CONTRACT	NO CNTRT
5 OR LESS	75%	63000	46000	****	****	86000	70000	60000	52500	63000	50000
	50%	41500	37450	****	****	75500	52000	52000	41000	50000	40000
	25%	35800	31800	****	****	52050	42000	38000	35000	36300	34000
	N	30	88	****	****	8	9	17	65	57	165
6 TO 15	75%	60000	51000	****	****	70000	68000	73500	62000	62000	54000
	50%	51300	42450	****	****	55000	58500	53250	50000	53000	45800
	25%	41300	35100	****	****	48200	45000	41450	43000	42900	38000
	N	76	164	****	****	13	18	36	79	129	266
16 TO 25	75%	62440	62775	108954	****	95000	81300	85000	77000	76000	70750
	50%	56000	54250	76600	****	64074	70000	65250	63500	60000	56875
	25%	50985	45400	65450	****	52000	49500	60000	49000	52489	47000
	N	34	60	8	****	10	8	14	28	66	100
26 TO 50	75%	79400	70000	109000	****	100000	****	93750	86000	90000	75000
	50%	69700	60000	90000	****	84900	****	81500	63450	76440	60800
	25%	60000	47500	66907	****	79278	****	65000	46100	64500	46500
	N	37	68	11	****	8	****	18	18	74	91
51 TO 100	75%	90000	71000	125600	****	****		110000	89000	120000	79100
	50%	65000	60000	100000	****	****		90000	73250	92000	65000
	25%	45000	47200	95000	****	****		85000	52000	70000	49500
	N	9	39	10	****	****	0	9	12	31	55
OVER 100	75%	109500	86050	****			****	125000	110000	120000	100000
	50%	70500	70823	****			****	94800	92650	94000	75000
	25%	62000	49500	****			****	82000	70000	66000	62000
	N	12	52	****	0	0	****	9	22	23	78
<ALL>	75%	66250	60300	107000	95388	90000	77000	85000	71750	80000	65000
	50%	55500	47850	90000	80725	71500	60000	65000	52000	60000	50000
	25%	44000	37000	66907	67850	52000	45000	50000	42000	48100	40000
	N	198	471	37	20	42	40	103	224	380	755

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Education, Job Title, and Sex of Respondent — All Respondents

Education		Job Title													
		CHIEF ADMIN		UNIV ADMIN		ASS'T ADMIN		OFFICE MGR		CHIEF FIN		BUS MGR		PERS'L DIR	
		FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
HIGH SCHOOL	75%	42200	66000	42000		40600	****	31750	****	****	****	41200	41250	****	
	50%	35800	53000	33900		31500	****	27000	****	****	****	34957	34650	****	
	25%	32500	38000	22700		28000	****	24050	****	****	****	30300	27800	****	
	N	39	19	6	0	18	****	80	****	****	****	47	12	****	0
ASSOC DEG	75%	50000	69000	45000		42000	55200	34000	****	****	****	40000	45450	****	
	50%	40000	51500	42000		33300	38450	28050	****	****	****	33450	36950	****	
	25%	31682	45500	40000		23000	31850	25100	****	****	****	30000	30500	****	
	N	43	40	7	0	18	8	64	****	****	****	58	16	****	0
BACHELOR'S	75%	55000	75000	44000	65400	39700	51000	36025	55000	42800	61400	41300	48000	****	****
	50%	39650	57000	38000	54250	33500	42350	30200	43680	34200	46950	34000	38000	****	****
	25%	31800	45000	33000	40200	28500	33600	25500	27000	32000	38000	28446	32750	****	****
	N	59	276	23	44	37	80	40	19	11	46	75	103	****	****
MASTER'S	75%	60000	80500	48000	64800	50000	59000	35200	39400	****	67000	44000	51250	****	****
	50%	50000	62000	40000	52450	38500	45000	31076	35000	****	51500	35500	40250	****	****
	25%	37500	48700	35000	40300	33200	37500	25000	33000	****	44000	29450	32000	****	****
	N	63	353	37	84	49	107	15	13	****	29	28	76	****	****
PHD, JD	75%	53000	97500	****	56600		****			****		****	****		
	50%	47350	78150	****	50500		****			****		****	****		
	25%	37900	67500	****	40000		****			****		****	****		
	N	6	32	****	6	0	****	0	0	****	0	****	****	0	0
MD	75%		****												
	50%		****												
	25%		****												
	N	0	****	0	0	0	0	0	0	0	0	0	0	0	0
<ALL>	75%	53000	79250	46000	64100	44000	55000	34000	45000	45000	63000	41200	49500	41000	52500
	50%	42000	60000	40540	53000	35500	44000	28000	35700	35200	48000	34000	38090	35200	40000
	25%	33600	46875	34000	40100	30000	35000	25000	28500	33280	40000	29200	32000	31250	38000
	N	210	724	74	134	122	199	199	41	21	78	209	210	8	7

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- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Group Income, Job Title, and Type of Group — All Respondents

Gross Annual Receipts		Job Title													
		CHIEF ADMIN		UNIV ADMIN		ASS'T ADMIN		OFFICE MGR		CHIEF FIN		BUS MGR		PERS'L DIR	
		MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE
< 1 MIL	75%	53500	38100	****	41500	****	****	27600	30000	****		32884	33600		
	50%	41300	31300	****	38500	****	****	25000	25800	****		27600	30000		
	25%	35000	26400	****	33400	****	****	21000	21200	****		25000	26200		
	N	11	20	****	12	****	****	7	31	****	0	6	31	0	0
1-3 MIL	75%	48000	51500	****	47200	42000	42000	30150	34350	****	41550	40250	42000		
	50%	40250	40000	****	40550	33500	35000	26000	28500	****	33500	34700	35000		
	25%	35000	35000	****	34500	23500	30800	24000	25000	****	30539	30003	30000		
	N	90	160	****	42	11	21	15	104	****	8	40	196	0	0
3-6 MIL	75%	60000	66000	53400	54000	41500	40600	39550	40000	****	45000	47000	53000		****
	50%	53000	53250	43000	46500	29200	34350	36500	32000	****	32875	40000	42200		****
	25%	45150	44000	34000	37200	24650	28000	28000	28000	****	27300	35500	33000		****
	N	137	154	13	41	32	10	8	45	****	6	25	63	0	****
6-10 MIL	75%	72000	81000	62000	63000	40987	44000	****	31500	49300	50000	50000	65000	****	****
	50%	61100	65000	54000	53500	34000	35000	****	26650	41500	44900	34000	53000	****	****
	25%	51150	52000	45000	40000	30600	31500	****	20000	32200	35000	29400	47300	****	****
	N	84	51	9	15	33	15	****	6	15	7	9	21	****	****
10-20 MIL	75%	91000	93000	65800	61000	50000	40500	****	****	49600	****	48000	87000	****	
	50%	80000	76000	48500	49000	44850	37100	****	****	45000	****	35000	53000	****	
	25%	66907	60000	40000	39290	36000	25900	****	****	40700	****	31000	41000	****	
	N	98	19	18	12	54	8	****	****	25	****	9	6	****	0
20-40 MIL	75%	114000	****	67500	****	58250	****	****	****	69300	****	50500	****	****	
	50%	90000	****	62700	****	45000	****	****	****	58000	****	40000	****	****	
	25%	71500	****	46000	****	36900	****	****	****	46900	****	33390	****	****	
	N	63	****	14	****	60	****	****	****	15	****	7	****	****	0
> 40 MIL	75%	120000		82500		72500		****	****	88000		55000		****	
	50%	101500		73500		54000		****	****	84000		45000		****	
	25%	84000		48000		44000		****	****	70700		37500		****	
	N	34	0	21	0	63	0	****	****	11	0	6	0	****	0
<ALL>	75%	80000	65000	70000	54000	54600	41500	36025	35000	60200	48000	45000	46500	43250	****
	50%	60000	50000	54000	42200	43000	35000	28592	29000	48000	41000	36100	36000	39000	****
	25%	47000	38000	40400	36100	33500	30000	24600	25200	40100	32000	30000	30375	32890	****
	N	517	408	83	123	254	60	40	191	72	27	102	319	12	****

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- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Group Income, Type of Single Specialty, and Chief/Not Chief Administrator — All Respondents

Gross Annual Receipts		Type of Single Specialty													
		FAM PRC		INT MED		OB-GYN		OPTHAL		ORTH SG		RADIOL		GEN SG	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
< 1 MIL	75%	36900	31700	****	32300	****	****		****		****		****	****	
	50%	34150	27250	****	25500	****	****		****		****		****	****	
	25%	28750	24000	****	19285	****	****		****		****		****	****	
	N	16	24	****	15	****	****	0	****	0	****	0	****	****	0
1-3 MIL	75%	47800	35100	45000	38700	49920	37900	54500	42700	62000	40000	52000	48300	58500	45000
	50%	38000	30000	37000	31750	40000	32000	42575	35000	44000	33550	51500	42000	40000	38500
	25%	33408	26450	33600	26500	35000	28900	35000	33000	36180	29000	51000	36000	37000	32000
	N	25	40	35	48	25	37	19	13	26	54	6	14	7	30
3-6 MIL	75%	63000	****	60500	42350	64650	55000	64000	47600	69225	47000	54000	53000	61300	53000
	50%	48000	****	51000	33000	41475	38950	55000	34800	53750	38500	50000	48000	47850	36000
	25%	45000	****	45000	29750	35800	33000	50000	31076	43683	30400	42000	38000	38000	31700
	N	11	****	24	24	12	6	25	13	44	29	18	11	9	9
6-10 MIL	75%	****		72000	43500	****	****	75000	****	94500	****	85320	74000	****	****
	50%	****		63825	37500	****	****	60000	****	75000	****	65000	60000	****	****
	25%	****		55000	30850	****	****	52000	****	39000	****	58100	48000	****	****
	N	****	0	10	8	****	****	9	****	8	****	9	15	****	****
10-20 MIL	75%			80000	****	****			****	****		****	****	****	****
	50%			75000	****	****			****	****		****	****	****	****
	25%			48000	****	****			****	****		****	****	****	****
	N	0	0	9	****	****	0	0	****	****	0	****	****	****	****
20-40 MIL	75%				****	****				****			****	****	****
	50%				****	****				****			****	****	****
	25%				****	****				****			****	****	****
	N	0	0	0	****	****	0	0	0	****	0	0	****	****	****
> 40 MIL	75%										****				
	50%										****				
	25%										****				
	N	0	0	0	0	0	0	0	0	0	****	0	0	0	0
<ALL>	75%	48300	34550	60500	40800	54000	40500	63000	46800	70450	44000	65000	60000	57000	49800
	50%	38000	30000	47000	32400	41950	33000	53000	35000	52000	34650	52250	48000	45375	39500
	25%	33300	25850	36192	28000	35500	29500	42200	30500	40000	29112	44200	42000	37900	32000
	N	55	68	81	104	45	48	53	34	82	86	36	46	22	42

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- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Years of Experience and Type of Single Specialty — Chief Administrators Only

Years of Experience		Type of Single Specialty												
		ANES	FP	IM	NEUR	OBG	OPH	OS	OTO	PATH	PED	PSY	RAD	SG
LESS THAN 4	75%	36000	33100	37650	****	42500	56500	44000	****	48000	40000	****	48000	49000
	50%	34090	30000	32250	****	33000	42288	36000	****	35000	28500	****	44000	37900
	25%	27000	25900	27750	****	31000	30825	28500	****	30000	25000	****	35500	35000
	N	14	25	32	****	15	20	37	****	11	6	****	13	9
4 - 7	75%	54000	42500	44000	****	38000	50000	49100	38750	****	40000	60000	52500	57000
	50%	36800	33650	35200	****	34250	35000	37400	32050	****	31150	34500	47500	37000
	25%	34000	27825	27000	****	29000	34000	30000	27550	****	23300	28000	43300	26750
	N	17	32	51	****	18	15	35	8	****	6	7	14	15
8 - 11	75%	51000	37000	52000	47200	52900	55000	54500	52500	****	38900	****	52200	52000
	50%	39000	32550	36300	40300	39000	46000	44010	44000	****	31000	****	51000	42700
	25%	33400	26000	30400	28694	33000	39300	35300	36000	****	27660	****	42200	36000
	N	19	26	37	8	26	21	46	7	****	13	****	17	15
12 - 15	75%	57000	39400	55812	78000	50000	64000	72000	****	****	****	****	74000	53000
	50%	41200	37000	39000	48625	38000	54000	50250	****	****	****	****	53000	42000
	25%	39000	30000	30375	38000	31416	50000	38500	****	****	****	****	42000	38000
	N	7	17	27	6	18	17	26	****	****	****	****	17	9
16 - 19	75%	****	60950	60000	****	49920	60000	80000	****	****	****	****	12500	58550
	50%	****	49393	46500	****	41700	41000	55000	****	****	****	****	60000	51500
	25%	****	34650	36192	****	34000	30576	39800	****	****	****	****	49600	43900
	N	****	12	29	****	6	7	15	****	****	****	****	11	8
20 - 23	75%	****	42500	42000	****	57600	****	****	****	****	****	****	****	****
	50%	****	36000	35000	****	44950	****	****	****	****	****	****	****	****
	25%	****	30000	30576	****	35000	****	****	****	****	****	****	****	****
	N	****	7	9	****	6	****	****	****	****	****	****	****	****
OVER 23	75%	****	43532	****		****	****	39250	****	****		****	****	****
	50%	****	34401	****		****	****	34350	****	****		****	****	****
	25%	****	26950	****		****	****	30900	****	****		****	****	****
	N	****	9	****	0	****	****	8	****	****	0	****	****	****
<ALL>	75%	50000	41881	48000	51500	49000	57250	54500	45000	57100	39450	55700	61500	52000
	50%	38800	33354	36900	40000	36050	46400	40600	39000	41450	31341	40000	50000	40500
	25%	33400	27550	30000	29000	31500	35000	32000	30500	31750	27050	30000	42000	35000
	N	65	128	190	26	94	88	171	27	32	32	27	82	66

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Group Income, Type of Plan, and Chief/Not Chief Administrator — University Groups

Gross Annual Receipts		Type of Plan									
		CENTRALIZED		DEPARTMENTAL		UNIV HLTH SVC		OTHER		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
< 1 MIL.	75%	40000	****	46000	33600	****	****	****	****	42750	34650
	50%	36300	****	41500	30000	****	****	****	****	38500	29500
	25%	28500	****	31000	28000	****	****	****	****	32150	26388
	N	6	****	10	9	****	****	****	****	20	16
1-3 MIL.	75%	46100	36000	54500	43650	45300	****	****	43200	51243	39000
	50%	39300	35490	45000	33650	37000	****	****	34850	41500	34980
	25%	29904	34000	39300	28500	31500	****	****	25000	35000	28446
	N	16	6	31	20	8	****	****	6	60	37
3-6 MIL.	75%	50000	43000	57000	44320	****	****	67000	****	56650	42500
	50%	42000	35800	52050	36000	****	****	50000	****	47500	36000
	25%	33635	26800	40000	30000	****	****	40000	****	38900	28000
	N	23	7	34	15	****	****	7	****	68	29
6-10 MIL.	75%	61000	47200	63550	46000		****	****	****	64550	47600
	50%	54000	40000	54500	39000		****	****	****	54500	39500
	25%	45000	30600	45000	34000		****	****	****	46000	33000
	N	10	9	26	17	0	****	****	****	40	28
10-20 MIL.	75%	73323	44750	70000	58400	****	****	****	****	73323	50000
	50%	61500	40000	60000	44000	****	****	****	****	60000	44000
	25%	48250	28892	41000	35700	****	****	****	****	45500	35700
	N	20	11	25	15	****	****	****	****	48	33
20-40 MIL.	75%	86600	55900	68500	52000		****		****	75000	53000
	50%	67500	44950	53000	38300		****		****	66000	41600
	25%	63400	37600	37350	30000		****		****	60000	35000
	N	17	18	8	14	0	****	0	****	25	37
> 40 MIL.	75%	99000	54800	101500	56550		59300	****	****	99000	55000
	50%	77000	48250	74250	37500		38000	****	****	77000	44926
	25%	63350	44926	68500	31926		26700	****	****	68500	33676
	N	23	12	6	8	0	6	****	****	31	28
<ALL>	75%	70000	50000	63000	46000	50600	41000	78000	52000	65400	48000
	50%	54000	41600	51900	36000	43100	33390	47000	41100	51650	37800
	25%	40000	34000	40540	30006	35000	27834	37000	32400	40000	30550
	N	115	65	140	98	14	25	23	20	292	208

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Education, Type of Plan, and Chief/Not Chief Administrator — University Groups

Education		Type of Plan									
		CENTRALIZED		DEPARTMENTAL		UNIV HLTH SVC		OTHER		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
HIGH SCHOOL	75%	****	****	****	44160	****	****	****	****	62000	43500
	50%	****	****	****	43250	****	****	****	****	41800	38350
	25%	****	****	****	34600	****	****	****	****	26200	30500
	N	****	****	****	8	****	****	****	****	10	14
ASSOC DEG	75%	****	****	****	37800		****	****	****	51100	38500
	50%	****	****	****	31353		****	****	****	43600	31500
	25%	****	****	****	27500		****	****	****	41000	27750
	N	****	****	****	18	0	****	****	****	8	24
BACHELOR'S	75%	67500	50000	58000	46462	****	37000	73500	50000	64550	48000
	50%	54000	42000	51100	37150	****	32495	55000	41100	51450	37800
	25%	35800	31000	40500	29500	****	27834	37000	34500	37750	30000
	N	33	29	37	40	****	10	6	10	80	89
MASTER'S	75%	71500	50250	63550	52000	47250	56000	79500	55700	66800	52000
	50%	54500	40500	52700	41200	38750	36900	43750	46500	52000	40000
	25%	40800	34900	40500	33852	36500	32000	35000	38000	40000	33852
	N	72	32	91	34	6	10	12	7	181	83
PHD, JD	75%	****		73000		****		****		75000	
	50%	****		57000		****		****		56300	
	25%	****		42500		****		****		45600	
	N	****	0	8	0	****	0	****	0	16	0
MD	75%										
	50%										
	25%										
	N	0	0	0	0	0	0	0	0	0	0
<ALL>	75%	70000	50000	63000	46500	50600	41000	78000	52000	65800	48000
	50%	54000	41600	51650	36150	43100	33390	47000	41100	51500	37800
	25%	40000	34000	40500	30253	35000	27834	37000	32400	40000	30600
	N	116	65	142	100	14	25	23	20	295	210

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Fringe Benefits by Group Income, Education, and Chief/Not Chief Administrator — All Respondents

Gross Annual Receipts		Education													
		HIGH SCHOOL		ASSOC DEG		BACHELOR'S		MASTER'S		PHD, JD		MD		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
< 1 MIL	75%	****	6800	****	6600	10000	5900	7556	5610	****		****		7919	6200
	50%	****	3801	****	5266	6200	4900	4460	4446	****		****		5555	4836
	25%	****	2478	****	3500	4900	3510	2475	3120	****		****		2950	3200
	N	****	16	****	21	15	31	20	13	****	0	****	0	46	81
1-3 MIL	75%	11400	9800	12840	10250	11750	11450	11550	10860	****	****			11700	10700
	50%	9400	5699	8300	7853	7840	7430	8128	6435	****	****			8288	6697
	25%	5450	3624	4570	4660	5000	4300	4950	3250	****	****			5000	4000
	N	29	88	31	86	97	129	128	82	****	****	0	0	290	386
3-6 MIL	75%	12300	11135	15785	11100	15370	11650	15750	11720	13000	****	****		15370	11500
	50%	6700	7955	11617	9000	11175	7450	11150	7300	10821	****	****		11142	7500
	25%	5500	5010	5250	4430	7800	4500	7400	4640	6550	****	****		7300	4700
	N	19	34	28	33	138	80	141	39	16	****	****	0	343	189
6-10 MIL	75%	****	13000	15225	20507	19600	9900	18575	10700	****				19600	10750
	50%	****	9257	12075	8500	13900	7475	13400	7625	****				13825	7850
	25%	****	4275	8800	6600	10400	4950	9038	5800	****				9500	5500
	N	****	14	8	15	53	45	88	36	****	0	0	0	158	110
10-20 MIL	75%	****	11000	16900	****	20300	10250	20500	10500	26000	****	****		20600	10500
	50%	****	8750	15075	****	14050	7250	13900	7475	9630	****	****		14115	7500
	25%	****	6250	11060	****	7824	4800	9100	5400	7200	****	****		8800	5300
	N	****	7	10	****	51	51	73	50	9	****	****	0	147	115
20-40 MIL	75%	****	****	****	14250	20200	11700	18550	12500	27000		****		20200	12450
	50%	****	****	****	8600	14725	8434	13700	9000	21688		****		14575	8600
	25%	****	****	****	4300	10700	5100	10050	5250	15950		****		10600	5100
	N	****	****	****	7	22	42	43	43	6	0	****	0	78	95
> 40 MIL	75%	****		****	****	26593	10375	19950	14550	****	****			23000	13859
	50%	****		****	****	21800	7475	13765	9537	****	****			14900	9100
	25%	****		****	****	12603	4500	9500	5520	****	****			10000	5240
	N	****	0	****	****	13	29	36	58	****	****	0	0	54	93
<ALL>	75%	12750	10060	15650	10635	15900	11200	16300	11500	20300	16400	****		15975	10965
	50%	9400	6257	10475	7700	11390	7100	10800	7400	12000	15000	****		10949	7250
	25%	5772	4150	5700	4440	7100	4419	7050	4700	7600	7080	****		6900	4450
	N	63	162	87	172	389	407	529	321	44	7	****	0	1116	1069

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Fringe Benefits by Group Income, Size of Group, and Type of Group — Chief Administrators Only

Gross Annual Receipts		FTE Physicians													
		5 OR LESS		6 TO 15		16 TO 25		26 TO 50		51 TO 100		OVER 100		<ALL>	
		MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE	MULTI	SINGLE
< 1 MIL	75%	7800	6200	****	7500	****	****					****		7919	6600
	50%	5610	4448	****	5300	****	****					****		6100	4700
	25%	3510	2950	****	2860	****	****					****		5000	2950
	N	23	78	****	18	****	****	0	0	0	0	****	0	29	99
1-3 MIL	75%	8885	10992	10957	12550	****	11054	****	****	****	****	****		10000	11285
	50%	4800	7783	6800	7426	****	7271	****	****	****	****	****		6500	7655
	25%	3400	4800	4550	4300	****	5410	****	****	****	****	****		4000	4750
	N	45	336	105	162	****	18	****	****	****	****	****	0	161	522
3-6 MIL	75%	****	12500	12000	15800	15500	17392	11410	12920	12400	****	****		13285	14850
	50%	****	7950	8200	11425	9599	11317	6660	11206	7150	****	****		8400	10900
	25%	****	5500	5250	7980	6150	7200	5610	8800	2015	****	****		5500	6960
	N	****	98	109	178	77	28	16	12	9	****	****	0	217	319
6-10 MIL	75%		7400	15100	22000	16625	20950	14650	12634	11307	23000	13550	****	15000	19175
	50%		6300	8565	14960	11400	13075	9260	8900	9200	14640	8855	****	9900	12465
	25%		3438	5525	10750	7225	8620	6636	6900	4130	9900	4150	****	6650	8120
	N	0	7	16	42	63	36	62	24	9	6	7	****	157	116
10-20 MIL	75%		****	****	****	23465	24300	17335	11280	15879	17500	14000	****	16715	17500
	50%		****	****	****	17400	13915	10500	8125	10500	9625	8719	****	10325	9250
	25%		****	****	****	12550	9200	7150	4041	6250	6700	5400	****	6850	5550
	N	0	****	****	****	8	18	128	16	46	6	27	****	212	51
20-40 MIL	75%		****		****	****		18550	****	15600	****	15000	****	15950	13700
	50%		****		****	****		9875	****	11175	****	11750	****	11250	8600
	25%		****		****	****		8075	****	7400	****	6800	****	7000	5377
	N	0	****	0	****	****	0	14	****	78	****	69	****	163	13
> 40 MIL	75%	****	****			****		****		11400		16800		16700	****
	50%	****	****			****		****		8000		10437		10375	****
	25%	****	****			****		****		5000		7000		6554	****
	N	****	****	0	0	****	0	****	0	11	0	133	0	149	****
<ALL>	75%	8098	10900	11550	14650	15850	18184	15900	12800	15000	17649	15750	13400	14325	12900
	50%	5393	7040	7338	10240	11013	11200	9640	8750	10125	10200	10419	8500	9450	8600
	25%	3475	4300	4625	5933	6400	7100	6650	6300	6250	8580	6577	5550	5618	5218
	N	74	524	236	408	158	103	226	59	154	20	240	7	1088	1121

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MGMA 1987 Salary Survey
Annual Fringe Benefits by Years of Experience, Job Title, and Sex of Respondent — All Respondents

Years of Experience		Job Title													
		CHIEF ADMIN		UNIV ADMIN		ASS'T ADMIN		OFFICE MGR		CHIEF FIN		BUS MGR		PERS'L DIR	
		FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
LESS THAN 4	75%	9750	11600	10190	13100	6960	8500	4500	6400	10100	8156	9500	9100		****
	50%	5700	8275	3925	8450	4200	5500	3901	4625	7260	5500	6550	6400		****
	25%	3069	4250	3140	4850	2050	4200	2402	3700	4419	3800	3250	3830		****
	N	29	69	6	16	25	49	27	15	13	25	43	59	0	****
4 - 7	75%	10728	14210	11200	11000	10025	10030	6714	7312	****	12500	9806	13750	****	
	50%	7620	9500	7600	7600	5875	6268	4997	6407	****	10100	5815	9409	****	
	25%	4350	5600	4900	4050	3433	4158	2920	4240	****	7150	4137	6342	****	
	N	41	99	22	21	36	40	54	6	****	13	50	53	****	0
8 - 11	75%	14405	16775	11700	13020	6832	11650	6550	15300	****	12150	11100	13600		****
	50%	9615	12190	8200	8375	5200	8730	5246	5100	****	10096	9012	7500		****
	25%	6300	8350	4600	6175	3495	6500	3716	4820	****	7900	5100	6200		****
	N	51	144	23	36	27	45	54	9	****	17	47	37	0	****
12 - 15	75%	13967	18550	8855	13400	8515	15879	10038	****		14500	11550	15447	****	****
	50%	8960	13550	7550	10700	7388	10450	7339	****		9200	7538	12884	****	****
	25%	5600	8760	4381	8800	4120	8178	4650	****		8000	5200	6000	****	****
	N	41	167	13	33	16	35	26	****	0	7	35	22	****	****
16 - 19	75%	14000	20500	****	24000	13100	11409	10580	****	****	12500	11550	18398	****	
	50%	8638	15100	****	14600	9560	8495	6250	****	****	11400	10000	14506	****	
	25%	6327	9788	****	8550	7750	7365	4450	****	****	9600	6600	10130	****	
	N	18	127	****	14	10	16	15	****	****	9	17	16	****	0
20 - 23	75%	13900	19190	****	16350	****	10500	11550	****	****	****	9550	6976	****	
	50%	8150	13050	****	10950	****	10300	10957	****	****	****	7910	5950	****	
	25%	5980	8385	****	4590	****	8124	5534	****	****	****	7000	5537	****	
	N	18	58	****	6	****	7	7	****	****	****	9	8	****	0
OVER 23	75%	15200	22562	****	****	****	13859	10730	****	****	****	11050	12700	****	
	50%	8600	15015	****	****	****	11650	8478	****	****	****	7620	10920	****	
	25%	5879	11220	****	****	****	5625	5243	****	****	****	4750	7300	****	
	N	9	54	****	****	****	6	12	****	****	****	6	14	****	0
<ALL>	75%	12750	17978	11234	13300	8800	11600	8850	10750	11000	12150	10700	13600	8925	18100
	50%	8400	12200	7800	9900	5650	7775	5300	5500	7400	9200	7450	8098	5224	8368
	25%	5220	8000	4600	6900	3280	5300	3280	4200	4700	5900	4400	5540	3928	5000
	N	207	718	73	131	121	198	195	41	21	77	207	209	8	7

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- - no data reported

MGMA 1987 Salary Survey
Annual Retirement/Pension Benefits by Years of Experience, Education, and Chief/Not Chief Administrator — All Respondents

Years of Experience		Education											
		HIGH SCHOOL		ASSOC DEG		BACHELOR'S		MASTER'S		PHD, JD		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
LESS THAN 4	75%	****	3160	****	4400	7000	5200	6600	6100	6700	****	6775	5300
	50%	****	2000	****	2780	4620	3200	4450	3785	5500	****	4920	3300
	25%	****	1600	****	2040	2700	2200	2500	2000	3150	****	2700	2000
	N	****	14	****	20	22	89	50	70	7	****	88	197
4 - 7	75%	6750	5450	4750	4200	7000	5064	6500	6250	****	****	6750	5600
	50%	5000	2850	2750	3100	4410	3350	4650	4385	****	****	4500	3600
	25%	2500	2000	1200	2350	3200	2142	2700	3000	****	****	2700	2300
	N	10	27	6	33	49	80	74	68	****	****	143	210
8 - 11	75%	8850	5450	6750	6060	8200	7000	8300	5700	****		8200	6030
	50%	4900	4000	4800	4195	6000	4875	5775	3325	****		5775	4000
	25%	2953	3000	2500	2700	3725	3000	3750	1800	****		3500	2675
	N	12	37	13	38	72	80	115	61	****	0	215	216
12 - 15	75%	7280	5900	10000	6800	9750	7500	10150	8400	16000		10000	7500
	50%	4600	3830	7300	5080	6008	5625	6800	5400	11875		6500	5000
	25%	3500	2000	3850	3150	4000	3342	4000	3500	5800		4100	3150
	N	7	22	18	26	79	36	111	43	10	0	225	127
16 - 19	75%	9450	7900	8000	6600	11613	7450	12700	8500	14000		12000	7500
	50%	5747	3100	5230	6000	7400	5750	10000	5590	10000		8000	5600
	25%	4700	2000	3600	4200	4191	4025	5719	3150	7000		5042	3150
	N	8	17	15	15	56	28	58	21	7	0	144	81
20 - 23	75%	6372	7500	10000	7000	10000	4734	13000	****			11400	6875
	50%	5250	5328	6059	5150	6500	4250	10400	****			7000	5000
	25%	3000	3500	3850	4000	5000	2417	6850	****			5000	3500
	N	6	10	10	10	35	12	24	****	0	0	75	37
OVER 23	75%	8750	8200	15700	7800	12498	7200	12000	****	****		12000	7800
	50%	4800	5074	8100	5000	9283	5050	6830	****	****		8000	5050
	25%	3810	1980	6200	2900	6635	3000	5000	****	****		5300	3000
	N	6	10	11	11	24	19	23	****	****	0	66	45
<ALL>	75%	7090	6000	8600	6000	9500	6470	10000	6700	12500	12000	9900	6400
	50%	5150	3550	5400	4088	6000	4000	6000	4500	7260	6480	6000	4000
	25%	3490	2000	3600	2700	3720	2500	3800	2640	5300	4000	3750	2500
	N	52	137	77	153	337	344	455	273	33	6	956	913

****data suppressed due to small sample size
- - no data reported

Medical Group Management Association
1987 Membership Salary and Fringe Benefit Survey Questionnaire

MGMA 1987 MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY QUESTIONNAIRE

PART I—YOUR ANNUAL INCOME AND BENEFITS

PLEASE ANNUALIZE FOR YOUR COMPENSATION LEVEL during your Fiscal Year 1987 (e.g., if your current monthly salary is $2,500 and you receive a $5,250 year end bonus, after rounding you would report compensation of $35,300.

1. Your SALARY and BONUSES from medical group and group-owned organizations: PLEASE ROUND TO NEAREST HUNDRED

(This includes **ALL** income earned, such as annual salary, Christmas or other taxed special bonuses, payments in lieu of vacations, etc. Do **NOT** include retirement plan, nontaxed contributions.)

$

2. Estimated ANNUAL FRINGE BENEFITS: (Please **assign a dollar cost** to the benefits you received.) PLEASE ROUND TO NEAREST FIFTY

a. CONTRIBUTION TO RETIREMENT, PENSION, AND PROFIT SHARING PROGRAM(S): $

b. INSURANCE: (Please give total annual premium cost - NOT FACE VALUE - for health/medical, dental, term life, and accidental death and disability income insurance.) $

c. AUTOMOBILE: (Excluding mileage reimbursements.) $

d. EDUCATION/MEETING/CONFERENCE ALLOWANCE: $

e. PAID LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES: $

f. PROFESSIONAL ASSOCIATION DUES: $

g. OTHER (Please list, e.g., club memberships, convention travel for spouse, low cost loans, means furnished, etc.):

$

3. How many working days (if paid vacation) are you entitled to per year? (days)

4. Education/Meeting/Conference attendance:

a. How many working days are you entitled to for education/meeting/conference attendance outside the group? (days)

b. How many days did you attend last year? (days)

5. Are your MGMA dues paid by your medical group?
   1. TOTAL DUES ARE PAID
   2. GROUP PORTION OF DUES ARE PAID, BUT NOT INDIVIDUAL PORTION
   3. MGMA DUES ARE NOT PAID

Please complete and return by June 15, 1987

MEDICAL GROUP MANAGEMENT ASSOCIATION
1355 S. COLORADO BOULEVARD, SUITE 900
DENVER, CO 80222 PHONE (303) 753-1111

CRAHCA

PART II—PERSONAL INFORMATION

1. Years of experience in group practice or health administration:
   1. LESS THAN 4
   2. 4 TO 7
   3. 8 TO 11
   4. 12 TO 15
   5. 16 TO 19
   6. 20 TO 23
   7. 24 AND OVER

2. Sex:
   1. FEMALE
   2. MALE

3. What best describes your position in the group?
   1. EXECUTIVE DIRECTOR/CHIEF ADMINISTRATIVE OFFICER
   2. UNIVERSITY GROUP ADMINISTRATOR
   3. ASSISTANT/ASSOCIATE ADMINISTRATOR
   4. OFFICE MANAGER
   5. CONTROLLER/CHIEF FINANCIAL OFFICER
   6. BUSINESS MANAGER
   7. PERSONNEL DIRECTOR
   8. MEDICAL DIRECTOR
   9. PHYSICIAN PARTNER/SHAREHOLDER
   10. OTHER

4. Formal education: (Check highest level of attainment.)
   1. HIGH SCHOOL
   2. ASSOCIATE DEGREE
   3. BACHELOR'S DEGREE
   4. MASTER'S DEGREE
   5. PHD, EdD, ETC.
   6. MD

5. Status in the American College of Medical Group Administrators:
   1. NOT AFFILIATED
   2. NOMINEE
   3. CANDIDATE
   4. FELLOW

6. Income determination: (Check appropriate method.)
   1. STRAIGHT SALARY
   2. PERCENT INCOME OF GROUP AND/OR PHYSICIANS
   3. COMBINATION OF SALARY AND PERCENTAGE
   4. SALARY PLUS BONUS

7. Do you have a written employment contract?
   1. YES
   2. NO

8. How many personnel do you supervise either directly or indirectly through subordinate managers?
   1. LESS THAN 6
   2. 6 TO 15
   3. 16 TO 25
   4. 26 TO 50
   5. 51 TO 100
   6. 101 TO 200
   7. 201 AND OVER

---

9. If you have completed a like survey for the group for the past year, approximately what was your change in compensation for 1987 compared to 1986?
   1. COMPENSATION DECREASED OVER 10%
   2. COMPENSATION DECREASED 1-9%
   3. 0% - NO CHANGE
   4. COMPENSATION INCREASED 1-5%
   5. COMPENSATION INCREASED 6-10%
   6. COMPENSATION INCREASED 11-15%
   7. COMPENSATION INCREASED 16-20%
   8. COMPENSATION INCREASED OVER 20%
   9. QUESTION DOES NOT APPLY

PART III—GROUP INFORMATION

1. What were the group's total gross receipts in the past year? (Total income from all sources, including ancillary services such as laboratory, x-ray, etc.)
   1. LESS THAN $1,000,000
   2. $1,000,000 TO $2,999,999
   3. $3,000,000 TO $5,999,999
   4. $6,000,000 TO $9,999,999
   5. $10,000,000 TO $19,999,999
   6. $20,000,000 TO $39,999,999
   7. $40,000,000 AND OVER

2. Number of FULL-TIME-EQUIVALENT **PHYSICIANS** in group:
(The figure for a full-time equivalent physician is not less the amount of time (clinic and non-clinic) the group pre-fers is the time spent in a normal work week, e.g., a physician working in the clinic or in a hospital on behalf of the group for 25 hours of a normal 50 hour week would be a .5 FTE.)
   1. LESS THAN 6
   2. 6 TO 15
   3. 16 TO 25
   4. 26 TO 50
   5. 51 TO 100
   6. 101 AND OVER

3. Group type:
   1. SINGLE SPECIALTY (Type of specialty)
   2. MULTISPECIALTY

4. Is the group university affiliated?
   1. NO
   2. YES If yes, Type of plan: 1. DECENTRALIZED
      2. DEPARTMENTALIZED
      3. UNIVERSITY HEALTH SERVICES
      4. OTHER

5. Group payment mechanism:
   1. FEE FOR SERVICE
   2. FEE FOR SERVICE/PREPAID
   3. PREPAID

6. Location:
   State or Province

If YOU DO NOT WANT TO COMPLETE THIS SURVEY QUESTIONNAIRE, PLEASE RETURN IT TO MGMA, INDICATING YOUR CONCERNS BELOW. Your response is appreciated and will be used in evaluating the survey. Any other suggestions for content or format changes are also solicited. Since the MGMA Salary and Fringe Benefit Survey is anonymous, if you want a response to a question, either note your name, group address, and phone number below, or write your question using medical group letterhead. If you identify yourself, your questions will be answered.

SUGGESTIONS AND COMMENTS

THANK YOU FOR YOUR TIME AND EFFORT IN COMPLETING THIS SURVEY!

Sincerely,

MGMA Financial Management Committee and
MGMA/CRAHCA Staff

Please return your completed questionnaire **no later than June 15, 1987** Attn: MGMA Salary and Fringe Benefit Survey, 1355 South Colorado Blvd., Suite 900, Denver, Colorado 80222, Attn: John Hayes. A pre-addressed envelope is provided for your convenience.

MEDICAL GROUP
MANAGEMENT
ASSOCIATION

MEMORANDUM

TO: MGMA Active and Associate Members

FROM: David N. Gans, CRAHCA Senior Project Director

REFERENCE: Correction pages to 1987 MGMA Salary and Fringe Benefit Survey Report

DATE: December 22, 1987

Following this memorandum are eight pages for insertion into the 1987 MGMA Salary and Fringe Benefit Report. The pages are trimmed slightly for permanent attachment into your report.

The computer allocated only five digits for salaries, consequently if an average salary exceeded $99,999, only the last five digits were printed. The correction pages have the correct salary figures.

The MGMA Salary and Fringe Benefit Report is published annually in October and distributed to all MGMA active and associate members as a membership benefit. The MGMA Financial Management Committee oversees production of this report. Questions about the survey or suggestions for enhancing the report can be directed either to me at the MGMA office [telephone (303) 753-1111] or to any committee member.

CENTER FOR RESEARCH IN AMBULATORY HEALTH CARE ADMINISTRATION

EXECUTIVE OFFICE
1355 S. Colorado Blvd. • Suite 900
Denver, CO 80222
303-753-1111

AMERICAN COLLEGE OF MEDICAL GROUP ADMINISTRATORS

MGMA 1987 Salary Survey
Annual Salary by Group Income, Years of Experience, and Chief/Not Chief Administrator — All Respondents

Gross Annual Receipts		Years of Experience															
		LESS THAN 4		4 - 7		8 - 11		12 - 15		16 - 19		20 - 23		OVER 23		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
< 1 MIL	75%	31000	29500	43000	33800	41300	32884	****	44000	****	****	****	****	****	****	43000	33500
	50%	30000	26350	35500	26888	36500	27600	****	32900	****	****	****	****	****	****	36000	27834
	25%	28000	24000	28250	24300	26000	25200	****	26000	****	****	****	****	****	****	28000	24500
	N	9	18	12	22	14	21	****	10	****	****	****	****	****	****	47	83
1-3 MIL	75%	44000	36000	45000	38000	54500	38000	54500	40000	52743	46000	52000	45000	48800	42000	50000	39800
	50%	37500	32000	37500	32000	43300	32801	45250	34500	47050	39400	42000	35000	40500	31000	40[illegible]	33000
	25%	31700	26000	33500	27150	39000	27330	36000	29000	37250	33575	35000	30000	33951	28000	35000	28000
	N	50	90	64	106	69	80	56	55	24	32	20	23	12	13	295	399
3-6 MIL	75%	54500	40000	55500	43400	61000	46900	64000	50000	71000	50000	60250	****	67000	52000	61200	45500
	50%	42550	32375	45675	37000	52000	40000	55000	40300	57000	41000	53750	****	60000	36700	52000	36800
	25%	37250	26550	40000	28000	43700	33000	49500	30400	49900	29250	47250	****	52000	32500	43700	30000
	N	32	48	62	45	91	38	69	26	48	16	28	****	15	16	345	193
6-10 MIL	75%	63750	39100	67100	46000	65000	52350	73500	53000	80000	55900	103500	****	70000	48000	73500	49650
	50%	49200	33500	60000	38150	56500	42350	62700	41200	65000	51500	69000	****	60850	45000	61000	40000
	25%	42000	29300	53500	32200	48500	31750	53285	32500	60000	49800	55000	****	57510	41500	51000	32000
	N	16	33	21	26	36	20	32	15	27	9	15	****	12	6	159	112
10-20 MIL	75%	85500	47500	90000	50000	78000	49875	84000	54000	92000	60000	110000	****	92000	****	90000	49850
	50%	47250	39000	66000	42500	65000	44225	75000	45000	82750	47000	79400	****	82400	****	75000	44150
	25%	40000	36000	40580	32700	53000	35850	60000	42000	68500	38200	69100	****	71050	****	60000	35850
	N	9	27	15	27	19	28	47	15	30	15	11	****	16	****	147	116
20-40 MIL	75%	****	45950	75000	58000	82850	56000	100000	67600	130000	****	****	****	109000	****	109000	57750
	50%	****	35500	60000	40000	66750	48000	88000	59000	104500	****	****	****	96000	****	88000	45000
	25%	****	30000	45000	37800	59000	40000	70000	55000	90000	****	****	****	71000	****	66600	36100
	N	****	24	7	17	12	29	33	17	14	****	****	****	7	****	82	96
> 40 MIL	75%	****	55000	****	56000	100000	63000	97633	80250	120375	86700	175000	****	110000	93000	110234	72500
	50%	****	44000	****	44000	90000	48850	75000	66490	116500	76750	100000	****	103000	68000	94000	54000
	25%	****	33852	****	36500	48000	45352	68500	49250	80500	67000	96000	****	75300	49000	73500	42000
	N	****	13	****	23	11	22	13	16	12	10	7	****	7	6	55	93
<ALL>	75%	50400	40000	56500	44000	65000	47000	75500	52500	85000	55000	85000	48200	86800	54000	71500	46900
	50%	41300	33200	45000	35350	51900	38000	60000	40000	64200	44462	60000	40000	65000	41500	53500	36125
	25%	32508	27500	35200	28600	42000	30400	48000	31300	50250	34000	46000	32000	50600	31000	41600	30000
	N	122	253	185	266	252	238	255	154	160	90	86	42	70	49	1130	1092

****data suppressed due to small sample size
- -no data reported

MGMA 1987 Salary Survey
Annual Salary by Years of Experience, Education, and Chief/Not Chief Administrator — All Respondents

Years of Experience		Education											
		HIGH SCHOOL		ASSOC DEG		BACHELOR'S		MASTER'S		PHD, JD		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
LESS THAN 4	75%	35000	29000	42600	33000	52000	40700	50000	43000	58000	****	50000	40000
	50%	26250	25500	40000	28000	38250	34000	42538	34000	42500	****	41400	33000
	25%	23100	20500	28000	23000	33000	28000	35250	30000	37900	****	33000	27300
	N	6	18	7	25	30	123	68	89	10	****	121	259
4 - 7	75%	42500	39100	45000	34500	53500	40800	57400	49100	****	****	56000	44000
	50%	35650	29025	35000	30000	43900	35000	45575	42000	****	****	44550	36000
	25%	32400	24250	29000	26750	36100	28500	35100	35000	****	****	35100	29000
	N	12	32	7	39	65	102	96	94	****	****	184	269
8 - 11	75%	54500	39000	51000	36150	62900	49500	69000	54250	****	****	65000	46950
	50%	41900	30300	43113	32300	50000	40600	55000	45000	****	****	51700	38000
	25%	35200	24700	34650	25541	40600	31700	44000	36150	****	****	42000	30350
	N	14	45	18	44	86	86	133	68	****	****	256	244
12 - 15	75%	52250	35800	60000	50000	68600	52750	85000	63690	80000		75500	52500
	50%	42750	30375	51000	38500	55000	41650	67600	48150	72500		60000	40000
	25%	35500	29000	37400	29500	44500	34325	50500	40700	57300		48000	31300
	N	8	31	19	30	94	44	122	48	12	0	255	153
16 - 19	75%	50000	42500	50000	49650	77880	60000	94075	67000	124000		84000	55000
	50%	43500	34700	47800	42600	60000	45000	74500	53500	95000		63900	44462
	25%	35800	28000	45000	36000	50600	37000	60000	40000	85000		50000	34000
	N	9	21	17	16	65	31	64	22	10	0	165	90
20 - 23	75%	55000	35000	48500	43500	75000	53000	110000	****	****		85000	48200
	50%	42000	32750	43750	40500	59000	37000	64000	****	****		60000	40000
	25%	36300	29200	40000	32050	47000	32000	60000	****	****		46000	32000
	N	7	10	10	12	37	15	30	****	****	0	86	42
OVER 23	75%	53500	38194	81650	48000	93000	65000	80000	****	****		82800	55000
	50%	42000	33850	64454	38100	75000	50500	63750	****	****		65000	41500
	25%	34401	27475	40000	28000	60000	36000	51300	****	****		47310	31000
	N	7	12	12	11	25	21	24	****	****	0	70	49
<ALL>	75%	52000	38200	55000	40000	70000	46500	75000	54000	90000	80000	70700	46800
	50%	40000	30375	45500	32500	52766	37000	57000	42500	71000	49000	53100	36125
	25%	34401	25500	35200	27000	41000	30000	44000	33852	53000	45000	41500	30000
	N	63	169	90	177	402	422	537	331	45	7	1137	1106

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Years of Experience, Size of Group, and Chief/Not Chief Administrator — All Respondents

Years of Experience — FTE Physicians

		5 OR LESS		6 TO 15		16 TO 25		26 TO 50		51 TO 100		OVER 100		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
LESS THAN 4	75%	45000	36200	46375	38000	65000	34850	69000	43000	90000	48000	****	44250	50400	40000
	50%	36850	30800	38500	32150	54000	29800	52700	36000	45000	43000	****	34000	41300	33000
	25%	31200	25000	31850	26300	46200	26575	37600	30200	40000	35750	****	30000	32508	27300
	N	46	97	44	54	9	20	12	42	7	20	****	28	122	261
4 - 7	75%	46250	37000	48300	45000	73000	45000	70950	47000	65000	39400	80250	55000	56650	44000
	50%	37250	30500	43000	36100	53500	39000	59000	37800	57000	36400	69200	44000	45000	36000
	25%	33750	25500	35000	28500	43000	30000	48000	33200	48250	33500	44306	37600	35225	29000
	N	48	103	73	54	23	31	24	33	8	16	8	34	184	271
8 - 11	75%	66250	36300	55500	45000	65000	41000	69000	52000	71500	57500	88300	58000	65000	47000
	50%	51750	30300	46250	34135	53000	35400	58700	44350	58000	47125	64500	48000	51800	37900
	25%	36300	25200	40000	30000	46000	31500	46100	39000	36060	41500	56500	41600	42000	30300
	N	54	73	98	67	36	14	30	22	15	20	24	43	257	239
12 - 15	75%	50000	40000	65000	50000	68600	46000	85000	56000	95000	60480	84000	80000	75500	52500
	50%	40000	32850	54500	40300	58750	39500	70000	45000	82500	52500	72323	67000	60000	40000
	25%	35500	29000	46000	32250	50500	33125	58000	33200	63800	42760	65800	48500	48000	31300
	N	35	54	80	32	36	12	41	15	30	19	32	22	254	154
16 - 19	75%	60000	40000	65000	49650	75000	57500	90000	55900	110000	****	120750	86700	84000	54000
	50%	47800	34700	53600	42100	64275	47000	80000	48702	88000	****	108000	72350	63900	44000
	25%	38800	29000	44500	33075	54000	45000	64500	44924	77500	****	74000	59300	50000	34000
	N	19	25	54	28	30	7	30	14	13	****	19	10	165	89
20 - 23	75%	52000	42500	60000	54000	76500	****	93000		120000	****	120000	****	85000	48200
	50%	42000	33540	48000	37000	60500	****	70000		110000	****	99000	****	60000	40000
	25%	37900	30000	42000	30576	55000	****	50000		63000	****	96000	****	45800	32000
	N	9	16	30	15	20	****	15	0	7	****	6	****	87	42
OVER 23	75%	50600	49800	62000	48000	78200	****	91000	****	95000	****	107850	96500	86800	55000
	50%	37500	33350	53500	35179	67000	****	78500	****	71000	****	103070	73000	65000	41750
	25%	33500	27475	43532	29184	60000	****	65000	****	69800	****	82300	52000	47310	31000
	N	10	16	17	18	13	****	14	****	9	****	8	8	71	50
<ALL>	75%	52000	38340	57313	45000	72640	45000	82000	48600	92000	57000	103000	64500	71500	46600
	50%	41000	31400	47405	35000	60000	36800	67750	40000	71500	44850	75000	47750	53250	36000
	25%	35000	26000	39775	29000	50000	30000	54570	33200	56000	37300	63000	37800	41500	30000
	N	221	384	396	268	167	91	166	127	89	86	101	150	1140	1106

****data suppressed due to small sample size
- · - no data reported

MGMA 1987 Salary Survey
Annual Salary by Years of Experience, ACMGA Status and Chief/Not Chief Administrator — All Respondents

Years of Experience		Status in the American College of Medical Group Administrators									
		NOT AFFIL		NOMINEE		CANDIDATE		FELLOW		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
LESS THAN 4	75%	50000	40000	57000	42400		****	****	****	50200	40500
	50%	41200	33445	43750	32000		****	****	****	41700	33390
	25%	33000	27400	31200	25500		****	****	****	33000	27300
	N	105	212	14	33	0	****	****	****	120	249
4 - 7	75%	53750	43300	55000	48000	65500	****	****	****	56500	44000
	50%	43000	35000	50000	39950	60000	****	****	****	45000	35350
	25%	35000	28500	35200	31500	56800	****	****	****	35250	29000
	N	140	227	31	34	10	****	****	****	182	264
8 - 11	75%	66000	45000	58000	55500	72000	58600	107000	****	65000	46500
	50%	51000	35300	48200	45050	60000	41800	69000	****	51700	38000
	25%	40000	29200	41600	39000	50000	33800	55500	****	42000	30600
	N	167	177	53	44	29	11	7	****	256	233
12 - 15	75%	71645	48300	81000	58000	85500	72500	85320	****	75500	52750
	50%	57000	38500	58750	47600	67500	48750	72000	****	60000	40000
	25%	44000	30175	48000	37000	52510	41000	58750	****	48000	31750
	N	149	109	48	24	32	14	25	****	254	152
16 - 19	75%	73320	53000	100000	50000	94700	****	90000	87000	85000	55900
	50%	60000	42500	80000	42200	76440	****	78150	75000	64500	44924
	25%	49150	34000	53600	32000	57000	****	60800	44000	50500	34000
	N	88	63	15	13	24	****	34	7	161	87
20 - 23	75%	79700	48000	86000	****	72000	****	120000	****	85500	48200
	50%	59500	37000	54000	****	70000	****	64550	****	60000	40000
	25%	43750	32000	47500	****	42000	****	53200	****	45900	32000
	N	48	35	13	****	9	****	14	****	84	41
OVER 23	75%	75300	51250	****	****	78200	****	103140	****	86800	60000
	50%	60000	39544	****	****	68650	****	79000	****	65000	42000
	25%	42500	30500	****	****	54000	****	66907	****	47310	31500
	N	42	36	****	****	6	****	18	****	71	48
<ALL>	75%	65500	45000	70000	50000	82500	67500	93850	84000	71573	47000
	50%	50000	35200	52900	41000	64750	52250	75000	51550	53350	36350
	25%	39000	29400	42200	32000	52000	41000	58675	36250	41775	30000
	N	739	859	179	155	110	40	100	20	1128	1074

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Size of Group, Group Payment Mechanism, and Chief/Not Chief Administrator — All Respondents

FTE Physicians		Group Payment Mechanism							
		FFS		FFS/PPD		PPD		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
5 OR LESS	75%	52000	38600	52100	37300	****		52000	38340
	50%	40000	31500	42500	31200	****		40750	31400
	25%	33600	26200	36200	25800	****		35000	26000
	N	161	317	58	67	****	0	220	384
6 TO 15	75%	58000	47800	57000	41531	****		57313	45000
	50%	48000	36000	47000	33325	****		47405	35000
	25%	39000	29200	40000	28300	****		39775	29000
	N	247	199	146	68	****	0	396	267
16 TO 25	75%	74600	44650	72000	46000	****		72640	45000
	50%	59250	39000	60000	35625	****		60000	36650
	25%	50250	30100	50000	30000	****		50000	30000
	N	84	48	78	42	****	0	167	90
26 TO 50	75%	78555	47500	85000	48450	90000	****	83000	48600
	50%	62900	37900	70000	40000	74250	****	67750	40000
	25%	50500	34100	58000	32000	60000	****	54285	33200
	N	65	52	93	71	6	****	164	127
51 TO 100	75%	78300	50000	107000	57450	****	****	93500	57000
	50%	56960	44000	86000	44750	****	****	73250	44850
	25%	43600	36000	67900	37500	****	****	56460	37300
	N	32	23	52	60	****	****	88	86
OVER 100	75%	75300	50000	110234	70700	****	****	103000	64500
	50%	70000	40850	88300	51500	****	****	75000	47750
	25%	46000	32000	66000	40000	****	****	63000	37800
	N	38	42	58	106	****	****	101	150
<ALL>	75%	63000	44000	79500	50000	86650	69000	71250	46700
	50%	50500	35000	60000	40000	64750	59000	53150	36000
	25%	39000	28500	44100	31500	45692	50000	41450	30000
	N	627	681	485	414	24	9	1136	1104

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Size of Group, MGMA Section, and Chief/Not Chief Administrator — All Respondents

FTE Physicians — MGMA Section/Affiliate

		EASTERN		MIDWEST		SOUTHERN		WESTERN		CANADA		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
5 OR LESS	75%	47500	39000	51500	35000	60000	42200	54500	36350			52000	38180
	50%	40000	31800	40500	30000	43583	33100	40100	30000			40750	31300
	25%	35600	27000	35000	25000	34500	28000	33500	25750			35000	26000
	N	47	71	46	101	66	123	63	88	0	0	222	383
6 TO 15	75%	55000	50000	53200	39700	60000	45400	60000	53000		****	57313	45000
	50%	48425	38500	44750	31800	48500	35700	50000	40000		****	47405	35000
	25%	39650	33150	38400	26000	37000	28500	42200	32000		****	39775	29000
	N	76	57	116	69	118	89	86	51	0	****	396	268
16 TO 25	75%	65500	37950	70000	47000	81900	46000	75000	44300	****	****	72640	45000
	50%	60000	29450	55000	42250	61000	40000	60000	36050	****	****	60000	36800
	25%	45000	25575	49500	33100	51000	33500	52900	31700	****	****	50000	30000
	N	29	24	54	22	46	25	35	19	****	****	167	91
26 TO 50	75%	80000	52000	74350	53800	80000	40800	94000	48450	****	****	81700	48600
	50%	60000	38000	65000	44962	65000	35000	78218	43750	****	****	67500	40000
	25%	44000	32700	55750	37800	50000	30500	63900	36000	****	****	54570	34000
	N	32	17	44	34	45	43	42	30	****	****	165	125
51 TO 100	75%	75000	44500	97500	57400	120000	55000	119800	69000			92000	57000
	50%	56960	40400	76250	45800	84000	41000	90000	46850			71500	44850
	25%	44000	36650	62000	40000	48000	34900	65500	36500			56000	37300
	N	22	12	32	34	15	14	20	26	0	0	89	86
OVER 100	75%	87750	59300	110234	65000	97633	56700	110000	80000	****	****	103000	64500
	50%	71500	44000	82000	50000	73500	42050	100000	55000	****	****	75000	47750
	25%	62250	35000	63350	42000	65800	34500	75000	44500	****	****	63000	37800
	N	36	26	25	53	22	44	17	26	****	****	101	150
<ALL>	75%	65500	44000	69800	47000	72500	45400	76700	48000	80000	****	71250	46600
	50%	52000	36000	53000	36200	52500	35800	58000	37500	59500	****	53150	36000
	25%	40000	30000	42200	28500	40050	30000	42400	30300	55000	****	41450	30000
	N	242	207	317	313	312	338	263	240	6	****	1140	1103

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Number Persons Supervised, Years of Experience, and Chief/Not Chief Administrator — All Respondents

Number of Persons Supervised / Years of Experience

		LESS THAN 4		4 - 7		8 - 11		12 - 15		16 - 19		20 - 23		OVER 23		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
< 6	75%	****	40000	****	39300	****	46125	75000	47200	****	****	****	42000	****	****	65800	43700
	50%	****	33780	****	34950	****	38650	58000	38500	****	****	****	36000	****	****	50000	35000
	25%	****	27000	****	30000	****	25233	37000	34900	****	****	****	29200	****	****	36000	29100
	N	****	35	****	34	****	20	7	13	****	****	****	6	****	****	21	112
6 - 15	75%	37000	40000	49000	40000	66000	39500	58750	40000	75000	47000	56250	48200	****	49000	55000	41000
	50%	31200	32000	40250	34000	49500	33750	50000	33875	54250	37500	44750	35000	****	33350	42750	33550
	25%	29000	26150	34500	26300	39000	27600	40000	30000	48210	30576	35450	30000	****	31000	34500	27600
	N	25	83	32	78	26	56	24	38	8	30	8	15	****	10	128	310
16 - 25	75%	45500	35800	45000	39000	56000	41800	75000	48300	62000	54000	60000	40000	****	45000	55000	42000
	50%	39000	32500	36300	32150	43600	32600	48375	37000	49600	47250	45000	36000	****	33979	40800	33000
	25%	33000	26900	32300	27000	36200	28000	36000	29500	38800	35750	35000	30000	****	28000	35000	28000
	N	33	58	46	62	54	61	30	33	17	16	11	9	****	14	196	253
26 - 50	75%	46200	48000	50400	45000	61000	47800	64500	50000	68000	56450	76000	54000	65000	52000	60000	48000
	50%	42000	35200	43950	38250	46000	40000	52900	39500	57000	44962	54000	37000	54000	42000	48000	39000
	25%	36000	28500	35800	32000	40000	32000	43833	31500	46384	39100	40000	34000	42500	35400	40000	31600
	N	35	45	54	50	75	49	72	28	37	20	19	7	15	9	307	208
51 - 100	75%	54500	43000	64800	44000	65000	55000	65000	64100	77880	84000	72000		72100	52000	67000	50500
	50%	47000	34000	53500	39700	52500	45326	55000	54500	58000	53000	55000		62000	40987	54000	42200
	25%	41250	28000	45000	31000	44000	36800	50000	43250	50500	42000	47500		47310	33100	46000	33500
	N	16	25	26	27	58	26	46	12	39	13	21	0	19	7	225	110
101 - 200	75%	****	35500	77750	55650	75000	47000	76700	59500	82250	****	96500	****	91000	****	80000	57400
	50%	****	33750	64200	44500	63950	42850	66800	51250	68750	****	70000	****	75500	****	68500	45000
	25%	****	31000	53000	40400	51300	40000	60000	43380	59750	****	61750	****	62500	****	60000	35500
	N	****	10	20	16	22	14	37	20	36	****	16	****	14	****	149	73
OVER 200	75%	135000	****	67100	****	96000	65000	110234	74700	120750	****	132000	****	110000	****	117250	74700
	50%	85500	****	65500	****	79550	56650	90000	67250	104000	****	114000	****	103000	****	92000	61400
	25%	68000	****	60000	****	63000	46500	76400	48500	88100	****	96000	****	75000	****	75000	48000
	N	7	****	6	****	16	18	39	10	26	****	11	****	11	****	116	46
<ALL>	75%	50400	40000	56500	44000	65000	46950	75500	52500	84000	55000	85000	48200	86800	55000	71500	46700
	50%	41400	33000	45000	36000	51700	38000	60000	40000	63900	44000	60000	40000	65000	41750	53150	36025
	25%	32508	27150	35200	29000	42000	30350	48000	31300	50000	34000	45800	32000	47310	31000	41500	30000
	N	123	260	185	271	256	244	255	154	165	91	87	42	71	50	1142	1112

****data suppressed due to small sample size
- - no data reported

MGMA 1987 Salary Survey
Annual Salary by Number of Persons Supervised, Size of Group, and Chief/Not Chief Administrator — All Respondents

Number of Persons Supervised — FTE Physicians

		5 OR LESS		6 TO 15		16 TO 25		26 TO 50		51 TO 100		OVER 100		<ALL>	
		CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT	CHIEF	NOT
< 6	75%	****	35700	****	38400	****	43000	****	55000	****	54240	75300	52000	65800	44000
	50%	****	30588	****	31000	****	34500	****	37500	****	38300	65800	40000	50000	35000
	25%	****	22470	****	25883	****	30200	****	30000	****	34376	37000	38000	36000	29200
	N	****	28	****	16	****	11	****	15	****	16	7	25	21	111
6 - 15	75%	42000	37950	52000	45000	73750	47000	60000	45000	75000	46900	94800	58600	55000	41000
	50%	36000	30450	44250	34700	58200	36000	50250	37000	47200	40000	60500	44500	42750	33550
	25%	30000	25850	34500	30250	51200	27300	41000	32500	40000	37300	42000	35000	34500	27600
	N	51	184	34	52	16	23	14	23	7	11	6	17	128	310
16 - 25	75%	51500	38000	51000	44600	70000	50000	75000	47000	****	59000	75000	49500	55000	42000
	50%	40000	30750	40000	34000	54000	39050	58500	36000	****	42150	63050	42400	40600	33000
	25%	34500	26000	35000	28500	36100	29500	34000	34900	****	36000	40400	32000	35000	28000
	N	93	126	67	85	13	14	10	13	****	6	10	9	197	253
26 - 50	75%	62000	45000	57063	48000	75300	47000	65000	48975	63800	48000	63000	54600	60000	48000
	50%	47800	35000	46750	37000	56800	41200	55000	38600	56920	44700	61000	44500	48000	39000
	25%	37500	31000	40000	30000	45000	32000	43000	31500	42500	39000	44000	36000	40000	31600
	N	57	41	192	83	23	15	17	32	7	13	9	21	305	205
51 - 100	75%	53200	****	60000	43000	67200	41000	69000	46250	65000	58000	86600	60000	67000	50050
	50%	47500	****	52000	36000	60000	36050	55000	43450	49500	43750	73750	50050	53800	42000
	25%	42500	****	45000	31150	50000	30000	47000	34900	45000	34000	58000	43200	45900	33500
	N	17	****	82	31	77	17	17	16	13	10	18	32	224	109
101 - 200	75%		****	75000	****	75500	46200	84000	53450	75000	64150	77000	58000	80000	57400
	50%		****	57000	****	60900	37750	70000	44350	69800	54250	70000	44000	68500	45000
	25%		****	53000	****	54750	31200	60800	37100	61000	42380	65800	34500	60000	35500
	N	0	****	17	****	32	10	74	24	9	16	17	19	149	71
OVER 200	75%			****		****	****	92700	****	114000	62000	120750	81000	117250	74700
	50%			****		****	****	80850	****	90000	51500	110000	72500	92000	61400
	25%			****		****	****	68000	****	75000	43000	90000	48500	75000	48000
	N	0	0	****	0	****	****	30	****	47	14	33	27	116	46
<ALL>	75%	52000	38500	57313	45000	72640	45000	82000	48600	92000	57000	103070	64500	71500	46600
	50%	40750	31500	47405	35000	60000	36800	67750	40000	71500	44850	75000	47750	53150	36000
	25%	35000	26000	39775	29000	50000	30000	54570	33200	56000	37300	62750	37800	41450	30000
	N	222	383	396	268	167	91	166	127	89	86	100	150	1140	1105

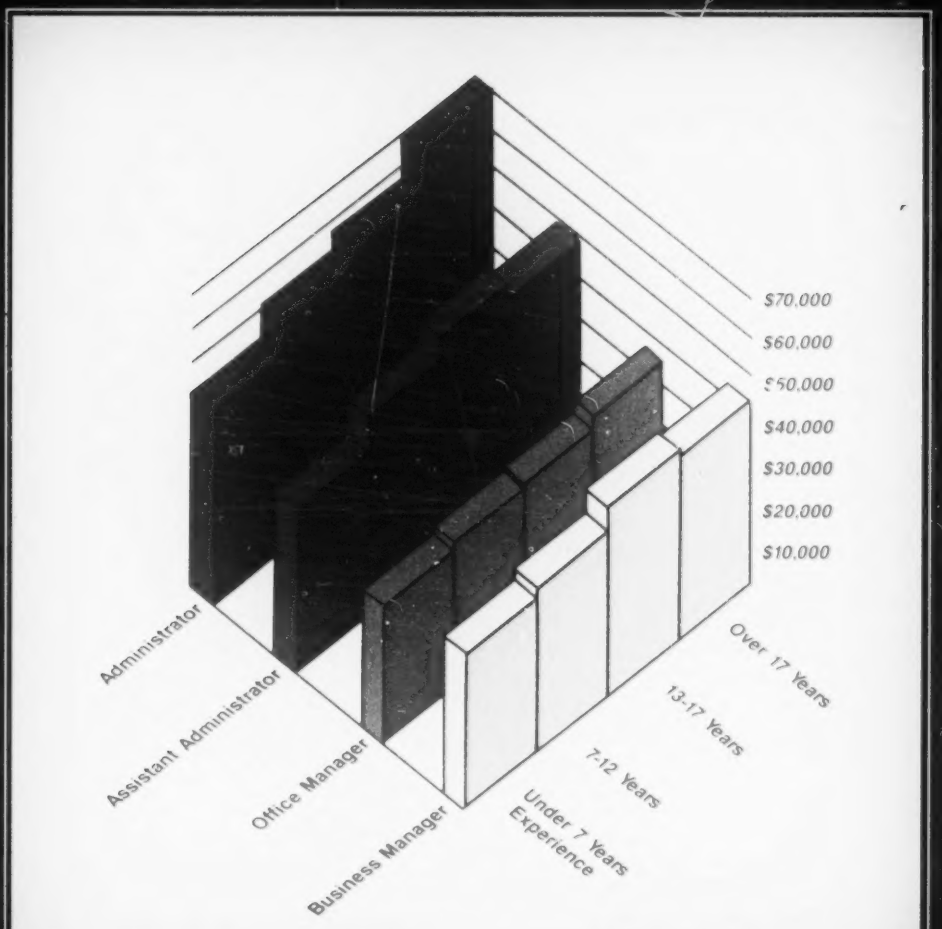
****data suppressed due to small sample size
- - no data reported

A6365-3F 3/89

MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY REPORT

1988 REPORT

BASED ON 1988 DATA



Median Annual Salary and Bonus by Position and Years of Experience

MGMA
FOUNDED 1926

MEDICAL GROUP MANAGEMENT ASSOCIATION

1988 MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY REPORT

Based on 1988 Data

MEDICAL GROUP
MANAGEMENT
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The 1988 Membership Salary and Fringe Benefit Survey was compiled by the Center for Research in Ambulatory Health Care Administration, the research affiliate of the Medical Group Management Association.

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Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

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Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Introduction

The MGMA 1988 Membership Salary and Fringe Benefit Survey Report is based on data provided by MGMA members during May and June, 1988. Out of 6,285 survey questionnaires mailed to all MGMA active and associate members, 2,654 questionnaires were returned, representing a response rate of 42.2 percent. To make the survey as current as possible, respondents were asked to use 1988 compensation data as the basis for completing their questionnaires. For example, when an administrator is compensated with a percentage of group revenue or by a bonus arrangement, the survey instructed the respondent to provide a "best estimate" of what 1988 total compensation would be.

Confidentiality of the data provided in the survey questionnaires has been strictly followed. Respondents were asked not to sign or identify their questionnaires, and plain envelopes were provided for their responses. To further insure anonymity in this survey report, data were suppressed when there were five or fewer responses in a category.

This report is copyrighted by the Medical Group Management Association. The MGMA/CRAHCA staff realizes the sensitive nature of salary and fringe benefit information and will maintain strict confidentiality of individual responses.

The format and content of the MGMA Membership Salary and Fringe Benefit Survey are the responsibility of the MGMA Financial Management Committee. If you have a question concerning the survey results, or comments on how this report could be enhanced or the survey questionnaire improved, please contact one of the members of the Financial Management Committee or the MGMA/CRAHCA staff. Changes made in the 1988 survey and report are a direct result of member suggestions during the past year.

Your continued cooperation by participating in your Association's surveys is appreciated.

—1988 MGMA Financial Management Committee
and the MGMA/CRAHCA Staff

How This Report Was Computed

The Center for Research in Ambulatory Health Care Administration received, processed, and edited all survey questionnaires. Completed questionnaires were examined for clarity and content validity. A visual edit was made to insure that information was reported in the appropriate spaces on the questionnaire, and a computational edit was performed to insure correct data entry. This report was computed using computer programs developed by CRAHCA utilizing SPSS-PC on a Compaq personal computer.

Annual salary, as reported in these results, includes all income earned during 1988. Respondents were asked to report total annual compensation from the medical group and group-owned organizations. Annual salary was defined to include the following: wages/salaries, Christmas or other taxed special bonuses, taxed profit sharing payments, payments in lieu of vacation, and other taxable compensation.

Respondents were asked to report the value (dollar cost) of the annual fringe benefits they receive. Annual fringe benefit data were reported in categories of: contribution to retirement program(s); insurance benefits (total premium cost for health/medical, dental, term life, and accidental death/disability insurance); automobile allowance (excluding mileage reimbursement); education/meeting/conference allowance; paid legal/tax fees, and professional association dues. The survey questionnaire summarized any noncategorized benefits in an "other" category. Survey respondents summed all fringe benefits into a Total Annual Fringe Benefits category. If a survey contained fringe benefit detail data but did not include a total, this statistic was computed for inclusion in the survey data base.

All data tables report frequency of response, median, 25th percentile, and 75th percentile information. The median, simply stated, is the midpoint of all responses by participants. For example, with 83 responses, the median is the data reported by the respondent ranked 42nd when the data are ranked from low to high. The 25th percentile is the point on the frequency distribution at which 75 percent of the respondents earned higher salaries. In this example, it is represented by averaging the 20th and 21st ranked responses. Similarly, the 75th percentile is the point on the frequency distribution at which 25 percent of the respondents earned higher salaries. In a sample of 83 respondents, the 62nd and 63rd ranked salaries are averaged for this indicator.

How To Use This Report

To use this report, administrators should examine both their professional backgrounds and the demographic characteristics of their groups. Each table in the report should then be examined for applicability. By selecting appropriate tables, a compensation profile of administrators having similar characteristics can be constructed.

Compensation information derived from this report should be adjusted for such factors as managerial expertise, current salary level, financial status of the group, and the relationship between the administrator and the group's physician board. Traditionally, medical group boards place the greatest emphasis on the variables of size of group, group total revenue, number of persons supervised, education level, and management health care experience when establishing salary and fringe benefits.

It must be stressed that the Membership Salary and Fringe Benefit Survey is not based on a formal random sample. Since all responses are purely voluntary, an element of self-selection bias is introduced into the survey report. Caution should also be exercised in interpreting data when the response rate for a given category is low (20 respondents or fewer). When there is low response, a published statistic could change significantly with the addition of only a few more cases.

Demographic Profile of Respondents

Table A: MGMA Section of Respondents	Frequency	Percent
Eastern	547	20.8%
Midwest	704	26.7
Southern	759	28.8
Western	623	23.7
Total	2633	100.0%
Missing	21	

Table B: Number of FTE Physicians in Respondent's Group	Frequency	Percent
6 or Less	925	35.4%
6.01 to 15	627	24.0
15.01 to 25	297	11.4
25.01 to 35	152	5.8
35.01 to 50	166	6.4
50.01 to 100	200	7.7
Over 100	245	9.4
Total	2612	100.0%
Missing	42	

Table C: Group Type	Frequency	Percent
Single Specialty	1388	52.5%
Multispecialty	1256	47.5
Total	2644	100.0%
Missing	10	

Table D: Group Payment Mechanism	Frequency	Percent
Fee-for-Service	1595	60.6%
Fee-for-Service/Prepaid	1008	38.3
Prepaid	30	1.1
Total	2633	100.0%
Missing	21	

Table E: University Affiliation of Respondent's Group	Frequency	Percent
Centralized Plan	172	6.5%
Departmentalized Plan	263	10.0
University Health Service	24	.9
Other	60	2.3
Not University Affiliated	2111	80.3
Total	2630	100.0%
Missing	24	

Table F: Gender of Respondents	Frequency	Percent
Male	1605	60.7%
Female	1037	39.3
Total	2642	100.0%
Missing	12	

Table G: Formal Education of Respondents	Frequency	Percent
High School	309	11.7%
Associate Degree	297	11.3
Bachelor's Degree	977	37.0
Master's Degree	981	37.2
Phd, JD, etc.	56	2.1
MD	20	.8
Total	2640	100.0%
Missing	14	

Table H: Years of Administrative Experience of Respondents	Frequency	Percent
7 years or fewer	745	28.4%
7.01 to 12	715	27.3
12.01 to 17	557	21.3
17.01 or More	604	23.0
Total	2621	100.0%
Missing	33	

Medical Group Management Association
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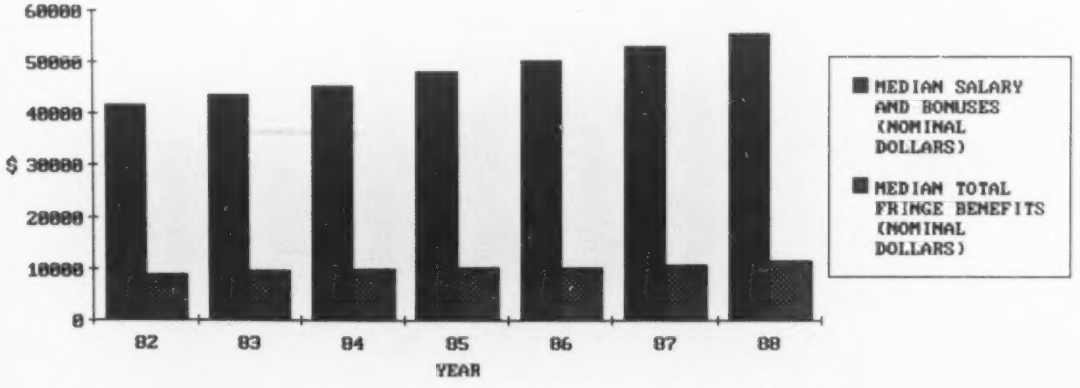
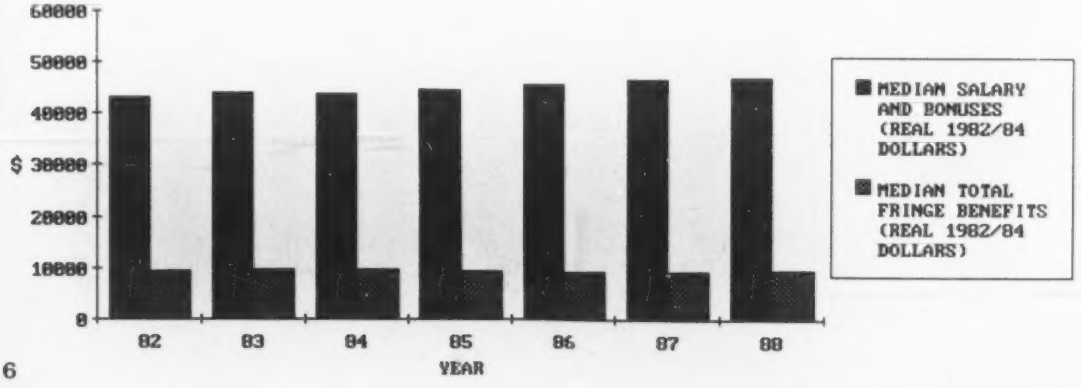
Table 1: Median Salary and Fringe Benefits Data for Chief Administrators in Nominal and Real Dollars: 1982 - 1988

YEAR	MEDIAN SALARY AND BONUSES (NOMINAL DOLLARS)	MEDIAN TOTAL FRINGE BENEFITS (NOMINAL DOLLARS)	CONSUMER PRICE INDEX (CPI-U) (1982/84 =100)	% CHANGE IN CPI-U (1982/84 =100)	MEDIAN SALARY AND BONUSES (REAL 1982/84 DOLLARS)	MEDIAN TOTAL FRINGE BENEFITS (REAL 1982/84 DOLLARS)
1981			90.9			
1982	$42,000	$9,203	96.5	6.2%	$43,523	$9,537
1983	$44,000	$10,000	99.6	3.2%	$44,177	$10,040
1984	$45,700	$10,300	103.9	4.3%	$43,985	$9,913
1985	$48,500	$10,500	107.6	3.6%	$45,074	$9,758
1986	$50,500	$10,600	109.6	1.9%	$46,077	$9,672
1987	$53,250	$10,949	113.6	3.6%	$46,875	$9,638
1988	$56,000	$11,735	118.3	4.1%	$47,337	$9,920

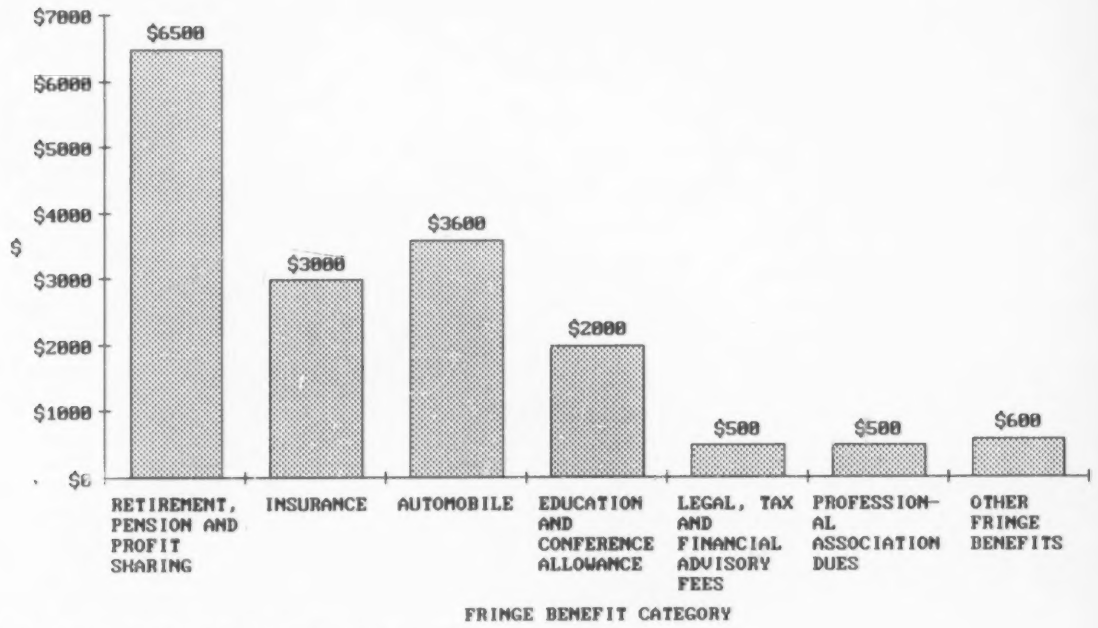
Graph 1A: Median Salary and Fringe Benefits Data for Chief Administrators in Nominal Dollars: 1982 - 1988



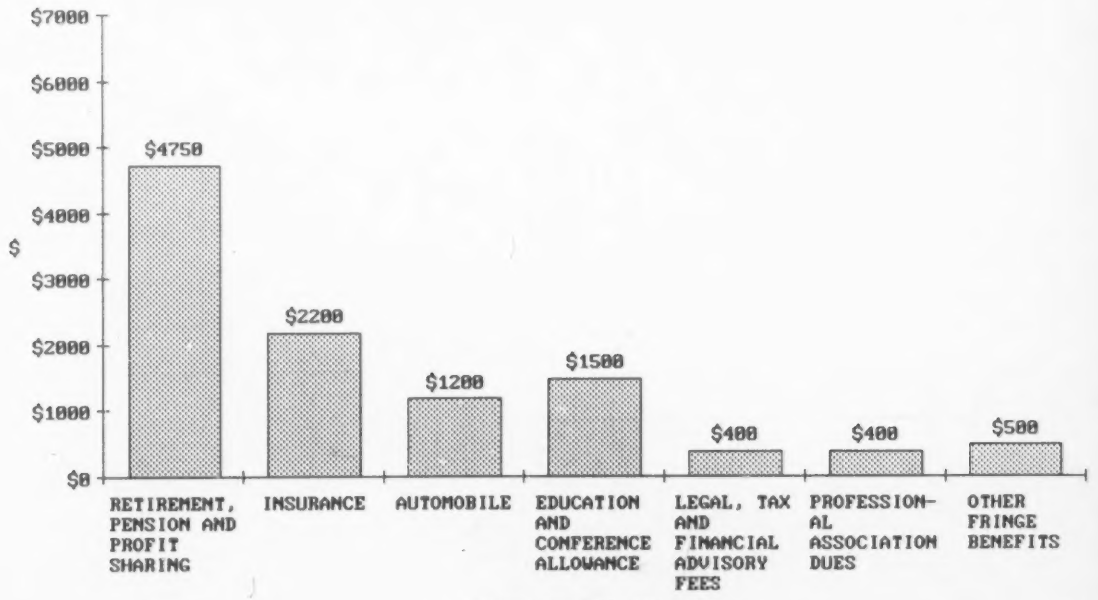
Graph 1B: Median Salary and Fringe Benefits Data for Chief Administrators in Real Dollars: 1982 - 1988



Graph 2A: Median Fringe Benefits Data for Chief Administrators



Graph 2B: Median Fringe Benefits Data for Business Managers



Medical Group Management Association
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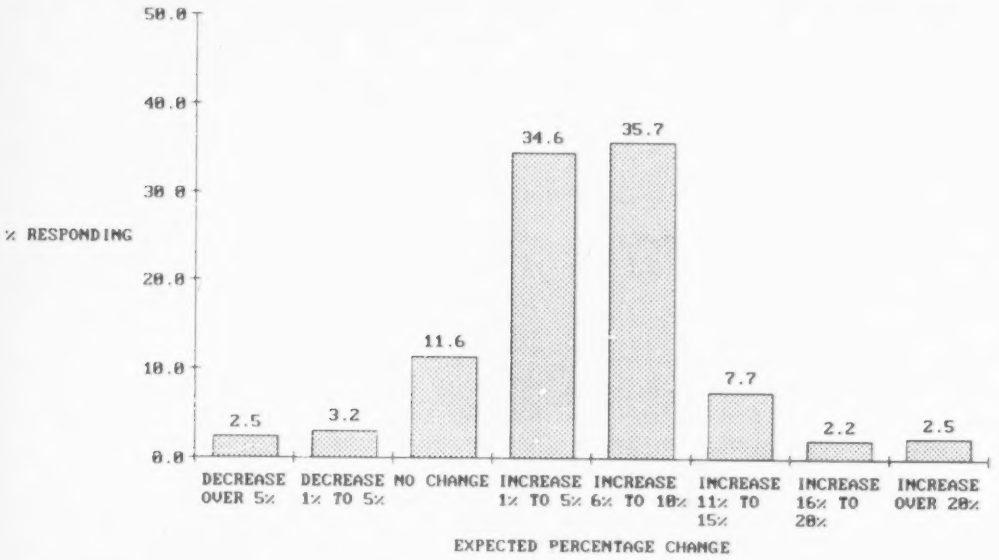
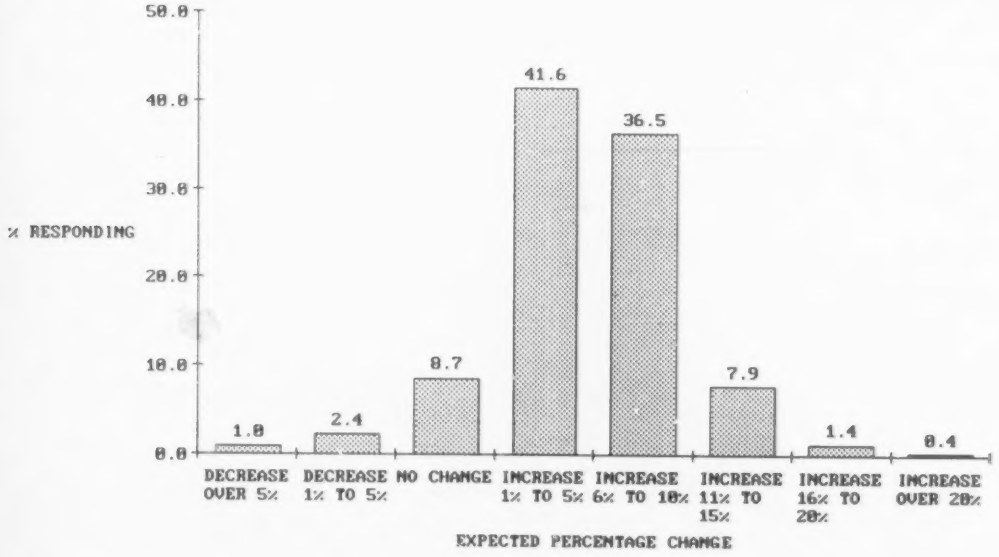
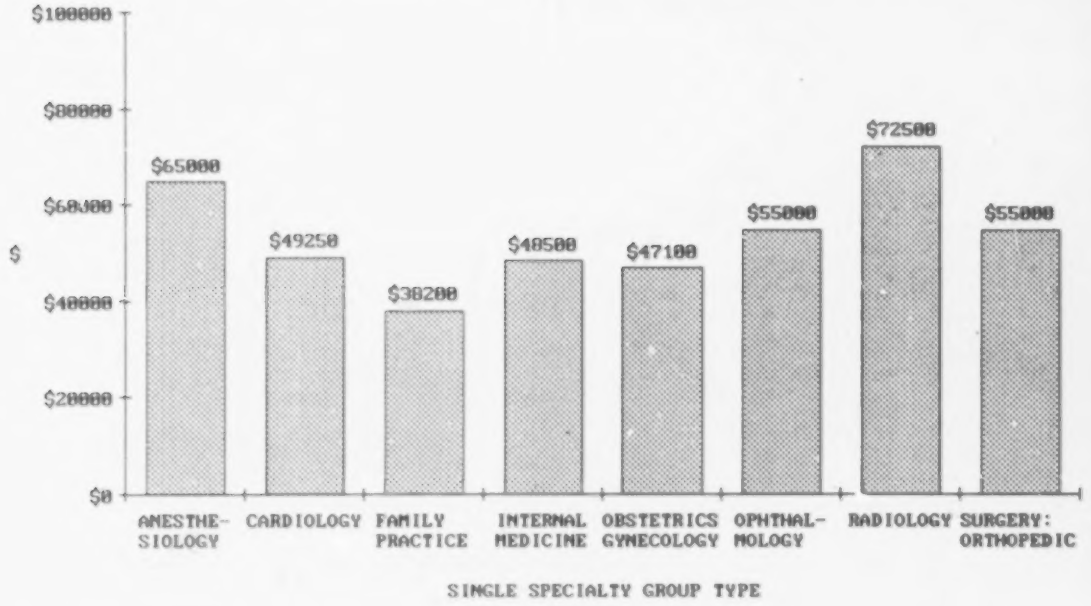
Graph 3A: Expected Percentage Change in Compensation from 1987 to 1988 for Chief Administrators



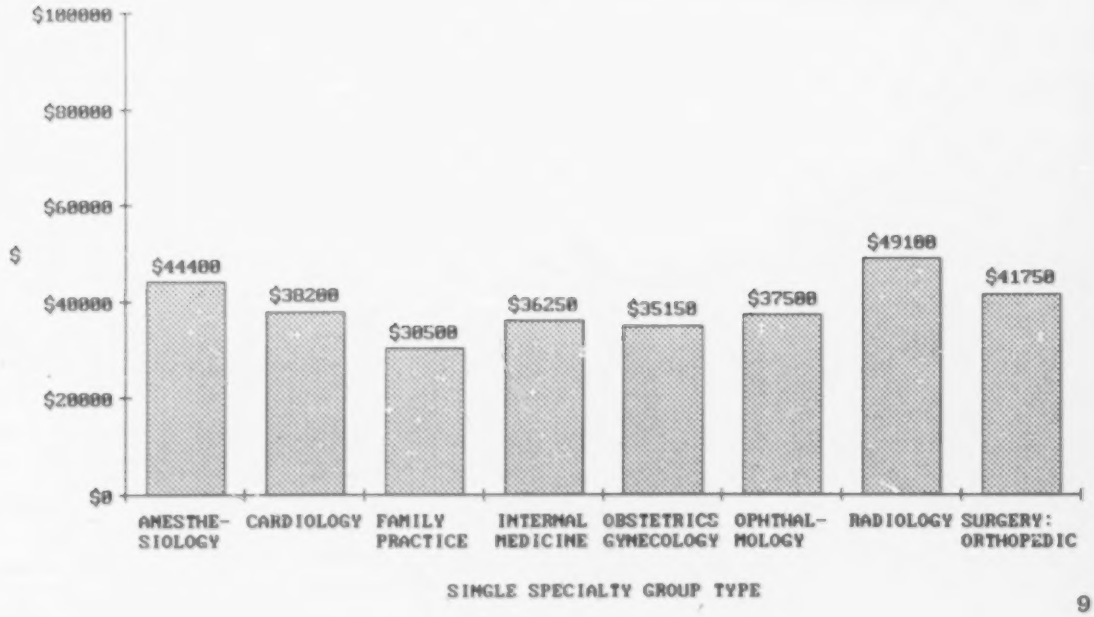
Graph 3B: Expected Percentage Change in Compensation from 1987 to 1988 for Business Managers



Graph 4A: Median Salary Data for Chief Administrators by Single Specialty Group Type



Graph 4B: Median Salary Data for Business Managers by Single Specialty Group Type



Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 5A — Part 1: Number of Responding Members Providing Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF ADMINISTRATOR	UNIVERSITY GROUP ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	1,133	201	166	218	236	36
RETIREMENT, PENSION AND PROFIT SHARING	867	156	130	151	173	32
INSURANCE	998	149	138	184	199	33
AUTOMOBILE	303	7	16	17	23	4
EDUCATION AND CONFERENCE ALLOWANCE	920	148	128	170	159	27
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	91	6	5	6	1	0
PROFESSIONAL ASSOCIATION DUES	952	158	125	175	195	28
OTHER FRINGE BENEFITS	270	24	21	29	15	4
TOTAL FRINGE BENEFITS	1,052	174	148	199	214	33
PAID VACATION DAYS	1,118	200	163	215	234	38
EDUCATION AND CONFERENCE DAYS ALLOWED	870	127	114	151	126	33
EDUCATION AND CONFERENCE DAYS USED	1,007	179	145	182	203	31

Table 5B — Part 1: 25th Percentile Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF ADMINISTRATOR	UNIVERSITY GROUP ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	$44,000	$40,000	$40,000	$34,500	$26,050	$35,500
RETIREMENT, PENSION AND PROFIT SHARING	$4,000	$3,300	$3,000	$2,200	$2,800	$2,200
INSURANCE	$1,800	$1,400	$1,200	$1,200	$1,000	$1,500
AUTOMOBILE	$1,800	$545	$575	$1,200	$350	*
EDUCATION AND CONFERENCE ALLOWANCE	$1,000	$1,500	$1,000	$1,000	$500	$500
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	$250	$250	*	$100	*	*
PROFESSIONAL ASSOCIATION DUES	$350	$300	$250	$200	$280	$200
OTHER FRINGE BENEFITS	$350	$200	$200	$235	$100	*
TOTAL FRINGE BENEFITS	$7,275	$6,700	$6,150	$4,375	$4,050	$5,400
PAID VACATION DAYS	15	20	15	15	15	15
EDUCATION AND CONFERENCE DAYS ALLOWED	5	5	5	5	5	5
EDUCATION AND CONFERENCE DAYS USED	5	5	4	3	3	3

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 5C — Part 1: Median Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF ADMINISTRATOR	UNIVERSITY GROUP ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	$56,000	$49,000	$48,000	$40,000	$32,000	$40,934
RETIREMENT, PENSION AND PROFIT SHARING	$6,500	$5,650	$4,850	$3,500	$4,000	$3,200
INSURANCE	$3,000	$2,500	$2,525	$2,000	$1,706	$2,650
AUTOMOBILE	$3,600	$1,200	$1,350	$2,000	$1,200	*
EDUCATION AND CONFERENCE ALLOWANCE	$2,000	$2,000	$1,950	$1,400	$1,000	$1,000
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	$500	$650	*	$138	*	*
PROFESSIONAL ASSOCIATION DUES	$500	$500	$400	$300	$400	$325
OTHER FRINGE BENEFITS	$600	$523	$300	$400	$300	*
TOTAL FRINGE BENEFITS	$11,735	$10,130	$9,550	$6,400	$6,250	$7,700
PAID VACATION DAYS	20	21	20	18	15	15
EDUCATION AND CONFERENCE DAYS ALLOWED	10	10	8	8	8	5
EDUCATION AND CONFERENCE DAYS USED	6	6	5	5	5	5

Table 5D — Part 1: 75th Percentile Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF ADMINISTRATOR	UNIVERSITY GROUP ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	$76,600	$61,000	$65,000	$50,000	$37,000	$49,800
RETIREMENT, PENSION AND PROFIT SHARING	$10,000	$8,240	$7,500	$6,000	$5,490	$5,100
INSURANCE	$4,000	$4,000	$4,000	$3,275	$2,997	$3,300
AUTOMOBILE	$5,200	$4,100	$4,400	$3,000	$3,600	*
EDUCATION AND CONFERENCE ALLOWANCE	$3,000	$3,000	$2,500	$2,000	$2,000	$1,400
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	$800	$800	*	$200	*	*
PROFESSIONAL ASSOCIATION DUES	$600	$500	$500	$500	$500	$500
OTHER FRINGE BENEFITS	$1,500	$1,600	$500	$1,000	$850	*
TOTAL FRINGE BENEFITS	$17,575	$13,500	$13,300	$10,299	$9,450	$9,390
PAID VACATION DAYS	20	24	22	20	20	20
EDUCATION AND CONFERENCE DAYS ALLOWED	10	12	10	10	10	7
EDUCATION AND CONFERENCE DAYS USED	10	10	9	8	7	5

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 5A — Part 2: Number of Responding Members Providing Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF FINANCIAL OFFICER	BUSINESS MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	PHYSICIAN PARTNER/ SHAREHOLDER	OTHER
SALARY AND BONUSES	75	518	20	12	6	11
RETIREMENT, PENSION AND PROFIT SHARING	57	415	14	9	3	9
INSURANCE	67	448	15	9	4	11
AUTOMOBILE	13	89	0	2	2	2
EDUCATION AND CONFERENCE ALLOWANCE	59	392	13	9	3	11
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	4	17	1	1	2	1
PROFESSIONAL ASSOCIATION DUES	61	435	14	8	4	10
OTHER FRINGE BENEFITS	6	64	0	3	3	3
TOTAL FRINGE BENEFITS	70	475	18	11	4	11
PAID VACATION DAYS	74	513	20	10	5	11
EDUCATION AND CONFERENCE DAYS ALLOWED	54	335	14	10	3	9
EDUCATION AND CONFERENCE DAYS USED	62	454	19	11	6	10

Table 5B — Part 2: 25th Percentile Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF FINANCIAL OFFICER	BUSINESS MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	PHYSICIAN PARTNER/ SHAREHOLDER	OTHER
SALARY AND BONUSES	$42,500	$31,000	$31,450	$83,000	$72,000	$36,000
RETIREMENT, PENSION AND PROFIT SHARING	$3,100	$3,000	$2,000	$10,000	*	$1,400
INSURANCE	$2,000	$1,300	$1,250	$3,000	*	$1,100
AUTOMOBILE	$540	$600	*	*	*	*
EDUCATION AND CONFERENCE ALLOWANCE	$1,000	$1,000	$1,400	$2,000	*	$1,000
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	*	$200	*	*	*	*
PROFESSIONAL ASSOCIATION DUES	$200	$300	$150	$450	*	$180
OTHER FRINGE BENEFITS	$100	$200	*	*	*	*
TOTAL FRINGE BENEFITS	$6,400	$5,980	$3,890	$3,000	*	$7,250
PAID VACATION DAYS	15	15	12	20	*	15
EDUCATION AND CONFERENCE DAYS ALLOWED	5	5	5	10	*	5
EDUCATION AND CONFERENCE DAYS USED	4	4	3	10	8	3

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 5C — Part 2: Median Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF FINANCIAL OFFICER	BUSINESS MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	PHYSICIAN PARTNER/ SHAREHOLDER	OTHER
SALARY AND BONUSES	$52,000	$37,500	$37,350	$97,000	$145,000	$40,800
RETIREMENT, PENSION AND PROFIT SHARING	$4,900	$4,750	$4,000	$10,000	*	$3,800
INSURANCE	$2,700	$2,200	$2,100	$4,000	*	$3,200
AUTOMOBILE	$3,000	$1,200	*	*	*	*
EDUCATION AND CONFERENCE ALLOWANCE	$1,500	$1,500	$1,500	$2,400	*	$1,500
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	*	$400	*	*	*	*
PROFESSIONAL ASSOCIATION DUES	$300	$400	$245	$800	*	$300
OTHER FRINGE BENEFITS	$500	$500	*	*	*	*
TOTAL FRINGE BENEFITS	$9,075	$8,500	$6,550	$17,700	*	$10,300
PAID VACATION DAYS	20	15	19	24	*	20
EDUCATION AND CONFERENCE DAYS ALLOWED	8	10	6	15	*	6
EDUCATION AND CONFERENCE DAYS USED	5	6	5	14	16	6

Table 5D — Part 2: 75th Percentile Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF FINANCIAL OFFICER	BUSINESS MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	PHYSICIAN PARTNER/ SHAREHOLDER	OTHER
SALARY AND BONUSES	$63,900	$47,250	$50,625	$112,500	$400,000	$57,500
RETIREMENT, PENSION AND PROFIT SHARING	$7,500	$7,000	$6,000	$12,750	*	$12,000
INSURANCE	$3,600	$3,475	$3,500	$5,000	*	$4,500
AUTOMOBILE	$4,800	$3,500	*	*	*	*
EDUCATION AND CONFERENCE ALLOWANCE	$2,000	$2,000	$2,000	$3,000	*	$3,000
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	*	$500	*	*	*	*
PROFESSIONAL ASSOCIATION DUES	$500	$500	$430	$1,100	*	$500
OTHER FRINGE BENEFITS	$500	$1,100	*	*	*	*
TOTAL FRINGE BENEFITS	$12,970	$12,250	$9,200	$25,550	*	$19,100
PAID VACATION DAYS	20	20	20	30	*	22
EDUCATION AND CONFERENCE DAYS ALLOWED	10	10	10	20	*	10
EDUCATION AND CONFERENCE DAYS USED	7	8	6	20	20	10

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 6A: Number of Responding Members Providing Salary Data by Position and Education

POSITION DESCRIPTION	EDUCATION					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	65	91	452	477	40	5
UNIVERSITY GROUP ADMINISTRATOR	8	3	69	115	5	1
ASSOCIATE ADMINISTRATOR	13	12	56	82	3	0
ASSISTANT ADMINISTRATOR	19	28	75	95	1	0
OFFICE MANAGER	99	59	55	21	1	0
CONTROLLER	1	3	20	12	0	0
CHIEF FINANCIAL OFFICER	5	1	38	28	3	0
BUSINESS MANAGER	90	95	193	136	2	0
PERSONNEL DIRECTOR	2	0	12	5	1	0
MEDICAL DIRECTOR	0	0	0	1	0	11
PHYSICIAN PARTNER/SHAREHOLDER	1	0	1	1	0	3
OTHER	0	2	5	4	0	0

Table 6B: 25th Percentile Salary Data by Position and Education

POSITION DESCRIPTION	EDUCATION					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$32,000	$39,000	$42,000	$47,500	$58,751	*
UNIVERSITY GROUP ADMINISTRATOR	$41,550	*	$40,000	$40,000	*	*
ASSOCIATE ADMINISTRATOR	$34,000	$35,900	$37,950	$44,000	*	*
ASSISTANT ADMINISTRATOR	$28,304	$27,000	$34,000	$36,000	*	*
OFFICE MANAGER	$25,000	$25,900	$28,500	$30,500	*	*
CONTROLLER	*	*	$35,500	$36,000	*	*
CHIEF FINANCIAL OFFICER	*	*	$42,650	$45,000	*	*
BUSINESS MANAGER	$29,352	$30,000	$32,500	$33,500	*	*
PERSONNEL DIRECTOR	*	*	$31,450	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	$85,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*
OTHER	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 6C: Median Salary Data by Position and Education

POSITION DESCRIPTION	EDUCATION					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$41,600	$45,000	$54,625	$60,000	$80,500	*
UNIVERSITY GROUP ADMINISTRATOR	$47,139	*	$48,567	$49,600	*	*
ASSOCIATE ADMINISTRATOR	$37,000	$42,242	$46,700	$52,450	*	*
ASSISTANT ADMINISTRATOR	$34,500	$37,500	$40,000	$44,200	*	*
OFFICE MANAGER	$28,900	$32,500	$33,000	$35,500	*	*
CONTROLLER	*	*	$40,800	$46,900	*	*
CHIEF FINANCIAL OFFICER	*	*	$52,000	$54,750	*	*
BUSINESS MANAGER	$33,250	$36,100	$38,000	$42,750	*	*
PERSONNEL DIRECTOR	*	*	$36,500	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	$99,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*
OTHER	*	*	*	*	*	*

Table 6D: 75th Percentile Salary Data by Position and Education

POSITION DESCRIPTION	EDUCATION					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$55,000	$60,000	$75,000	$80,000	$95,327	*
UNIVERSITY GROUP ADMINISTRATOR	$52,000	*	$58,400	$62,500	*	*
ASSOCIATE ADMINISTRATOR	$54,000	$50,000	$63,550	$68,000	*	*
ASSISTANT ADMINISTRATOR	$48,000	$47,550	$47,000	$53,000	*	*
OFFICE MANAGER	$35,019	$39,400	$42,500	$41,000	*	*
CONTROLLER	*	*	$47,350	$54,000	*	*
CHIEF FINANCIAL OFFICER	*	*	$65,000	$62,500	*	*
BUSINESS MANAGER	$42,100	$44,200	$48,000	$53,300	*	*
PERSONNEL DIRECTOR	*	*	$47,350	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	$120,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*
OTHER	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 7A: Number of Responding Members Providing Salary Data by Position, Years of Experience, and Sex

POSITION DESCRIPTION	YEARS OF EXPERIENCE							
	7.00 OR FEWER YEARS		7.01 TO 12.00 YEARS		12.01 TO 17.00 YEARS		17.01 OR MORE YEARS	
	SEX		SEX		SEX		SEX	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	134	69	193	88	232	53	310	44
UNIVERSITY GROUP ADMINISTRATOR	31	21	37	29	27	16	31	5
ASSOCIATE ADMINISTRATOR	26	18	29	19	31	15	18	5
ASSISTANT ADMINISTRATOR	57	42	29	28	21	15	14	10
OFFICE MANAGER	15	88	7	53	7	30	7	28
CONTROLLER	12	6	5	1	5	2	4	1
CHIEF FINANCIAL OFFICER	16	7	20	5	12	2	8	2
BUSINESS MANAGER	84	103	55	100	34	39	42	55
PERSONNEL DIRECTOR	3	4	0	4	4	1	2	2
MEDICAL DIRECTOR	2	0	3	0	0	0	7	0
PHYSICIAN PARTNER/SHAREHOLDER	0	0	0	0	3	0	3	0
OTHER	0	3	1	4	2	1	0	0

Table 7B: 25th Percentile Salary Data by Position, Years of Experience, and Sex

POSITION DESCRIPTION	YEARS OF EXPERIENCE							
	7.00 OR FEWER YEARS		7.01 TO 12.00 YEARS		12.01 TO 17.00 YEARS		17.01 OR MORE YEARS	
	SEX		SEX		SEX		SEX	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$39,000	$30,000	$47,000	$36,150	$50,000	$40,800	$53,700	$37,500
UNIVERSITY GROUP ADMINISTRATOR	$35,000	$33,100	$41,000	$35,500	$49,300	$43,250	$50,500	*
ASSOCIATE ADMINISTRATOR	$36,000	$35,000	$41,300	$37,000	$57,000	$32,700	$57,750	*
ASSISTANT ADMINISTRATOR	$35,000	$24,000	$40,000	$33,288	$45,300	$30,000	$48,000	$36,100
OFFICE MANAGER	$30,500	$25,000	$33,000	$26,800	$37,000	$25,975	$40,000	$31,300
CONTROLLER	$30,000	$29,000	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$42,250	$35,000	$42,750	*	$51,000	*	$52,600	*
BUSINESS MANAGER	$30,250	$28,500	$36,900	$29,676	$41,100	$33,000	$40,000	$32,500
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	$81,000	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 7C: Median Salary Data by Position, Years of Experience, and Sex

POSITION DESCRIPTION	YEARS OF EXPERIENCE							
	7.00 OR FEWER YEARS		7.01 TO 12.00 YEARS		12.01 TO 17.00 YEARS		17.01 OR MORE YEARS	
	SEX		SEX		SEX		SEX	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$47,575	$35,500	$60,000	$45,000	$63,400	$50,100	$72,300	$43,750
UNIVERSITY GROUP ADMINISTRATOR	$40,000	$39,000	$47,000	$43,000	$66,300	$49,208	$57,000	*
ASSOCIATE ADMINISTRATOR	$45,000	$36,650	$50,000	$42,500	$64,200	$45,000	$71,500	*
ASSISTANT ADMINISTRATOR	$38,500	$30,500	$45,000	$37,450	$52,200	$41,000	$52,450	$38,104
OFFICE MANAGER	$33,200	$29,000	$40,000	$30,000	$44,500	$30,100	$48,000	$34,950
CONTROLLER	$39,450	$35,800	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$46,500	$42,650	$57,750	*	$58,795	*	$60,000	*
BUSINESS MANAGER	$38,200	$32,032	$43,500	$35,250	$54,750	$38,000	$48,000	$40,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	$99,000	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 7D: 75th Percentile Salary Data by Position, Years of Experience, and Sex

POSITION DESCRIPTION	YEARS OF EXPERIENCE							
	7.00 OR FEWER YEARS		7.01 TO 12.00 YEARS		12.01 TO 17.00 YEARS		17.01 OR MORE YEARS	
	SEX		SEX		SEX		SEX	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$56,200	$45,200	$75,000	$54,000	$82,300	$55,000	$90,000	$60,000
UNIVERSITY GROUP ADMINISTRATOR	$52,300	$42,000	$62,000	$48,500	$80,000	$54,500	$68,500	*
ASSOCIATE ADMINISTRATOR	$51,900	$45,000	$60,000	$47,960	$76,000	$50,300	$77,000	*
ASSISTANT ADMINISTRATOR	$46,800	$40,000	$54,300	$42,500	$60,000	$58,900	$60,000	$48,000
OFFICE MANAGER	$47,000	$34,600	$45,500	$35,000	$48,000	$36,350	$55,200	$38,900
CONTROLLER	$47,000	$40,300	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$62,500	$52,000	$66,812	*	$67,500	*	$85,000	*
BUSINESS MANAGER	$48,875	$37,000	$52,000	$42,050	$78,000	$47,000	$58,000	$48,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	$130,000	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 8A: Number of Responding Members Providing Salary Data by Position, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	202	374	41	23	54	50	137	247
UNIVERSITY GROUP ADMINISTRATOR	22	142	0	1	1	0	9	26
ASSOCIATE ADMINISTRATOR	18	91	1	2	3	5	3	42
ASSISTANT ADMINISTRATOR	18	150	1	0	0	2	8	38
OFFICE MANAGER	12	133	0	0	0	5	7	77
CONTROLLER	2	20	1	0	1	1	2	9
CHIEF FINANCIAL OFFICER	8	39	0	0	1	1	3	21
BUSINESS MANAGER	38	257	1	5	13	17	36	147
PERSONNEL DIRECTOR	2	18	0	0	0	0	0	0
MEDICAL DIRECTOR	2	3	2	0	0	0	2	3
PHYSICIAN PARTNER/SHAREHOLDER	1	1	1	2	1	0	0	0
OTHER	1	4	0	0	0	1	0	5

Table 8B: 25th Percentile Salary Data by Position, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$45,000	$40,000	$80,000	$49,000	$51,000	$54,000	$48,300	$41,200
UNIVERSITY GROUP ADMINISTRATOR	$36,600	$40,000	*	*	*	*	$40,000	$48,000
ASSOCIATE ADMINISTRATOR	$32,700	$40,000	*	*	*	*	*	$42,400
ASSISTANT ADMINISTRATOR	$30,000	$33,500	*	*	*	*	$35,100	$38,607
OFFICE MANAGER	$22,000	$25,000	*	*	*	*	$33,700	$28,499
CONTROLLER	*	$30,000	*	*	*	*	*	$40,800
CHIEF FINANCIAL OFFICER	$52,300	$42,000	*	*	*	*	*	$45,000
BUSINESS MANAGER	$33,000	$30,000	*	*	$37,300	$36,500	$36,250	$32,000
PERSONNEL DIRECTOR	*	$30,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 8C: Median Salary Data by Position, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$56,250	$50,000	$93,463	$80,000	$72,000	$66,550	$71,000	$53,000
UNIVERSITY GROUP ADMINISTRATOR	$46,000	$47,500	*	*	*	*	$60,000	$57,000
ASSOCIATE ADMINISTRATOR	$41,500	$47,960	*	*	*	*	*	$56,250
ASSISTANT ADMINISTRATOR	$40,000	$38,500	*	*	*	*	$39,800	$46,900
OFFICE MANAGER	$28,000	$30,000	*	*	*	*	$35,300	$33,500
CONTROLLER	*	$36,750	*	*	*	*	*	$46,000
CHIEF FINANCIAL OFFICER	$57,750	$49,000	*	*	*	*	*	$54,500
BUSINESS MANAGER	$40,000	$35,000	*	*	$56,000	$47,000	$43,000	$38,000
PERSONNEL DIRECTOR	*	$35,500	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 8D: 75th Percentile Salary Data by Position, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$75,000	$65,000	$119,000	$105,000	$96,200	$77,000	$86,000	$72,300
UNIVERSITY GROUP ADMINISTRATOR	$50,000	$58,400	*	*	*	*	$78,795	$70,000
ASSOCIATE ADMINISTRATOR	$63,700	$62,100	*	*	*	*	*	$72,000
ASSISTANT ADMINISTRATOR	$55,000	$47,000	*	*	*	*	$46,250	$58,800
OFFICE MANAGER	$37,450	$36,350	*	*	*	*	$44,500	$39,000
CONTROLLER	*	$47,350	*	*	*	*	*	$47,800
CHIEF FINANCIAL OFFICER	$61,795	$58,000	*	*	*	*	*	$66,600
BUSINESS MANAGER	$44,200	$44,200	*	*	$76,600	$52,400	$55,000	$48,000
PERSONNEL DIRECTOR	*	$50,700	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 9A: Number of Responding Members Providing Salary Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	179	87	174	130	145	157	33	176
UNIVERSITY GROUP ADMINISTRATOR	35	10	22	18	33	14	10	45
ASSOCIATE ADMINISTRATOR	15	8	13	10	10	24	4	70
ASSISTANT ADMINISTRATOR	15	9	8	11	10	30	2	102
OFFICE MANAGER	115	16	36	5	13	6	7	4
CONTROLLER	2	1	6	2	2	4	2	15
CHIEF FINANCIAL OFFICER	2	0	8	1	4	10	5	44
BUSINESS MANAGER	196	35	119	33	51	16	13	19
PERSONNEL DIRECTOR	0	0	0	0	0	0	0	13
MEDICAL DIRECTOR	2	0	0	1	0	2	0	6
PHYSICIAN PARTNER/SHAREHOLDER	0	0	2	0	0	3	0	0
OTHER	1	0	1	0	0	0	0	3

Table 9B: 25th Percentile Salary Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$33,200	$35,700	$43,000	$43,600	$56,000	$52,000	$60,000	$73,973
UNIVERSITY GROUP ADMINISTRATOR	$32,872	$31,000	$40,000	$39,400	$45,500	$46,200	$46,888	$50,000
ASSOCIATE ADMINISTRATOR	$33,000	$29,100	$37,000	$32,100	$35,000	$43,100	*	$52,500
ASSISTANT ADMINISTRATOR	$24,000	$35,200	$29,750	$28,304	$34,000	$35,000	*	$38,000
OFFICE MANAGER	$25,200	$19,850	$32,500	*	$36,500	$43,222	$28,000	*
CONTROLLER	*	*	$38,600	*	*	*	*	$39,000
CHIEF FINANCIAL OFFICER	*	*	$35,500	*	*	$40,000	*	$45,000
BUSINESS MANAGER	$29,890	$28,000	$35,000	$35,500	$40,726	$34,500	$42,000	$32,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$36,000
MEDICAL DIRECTOR	*	*	*	*	*	*	*	$85,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 9C: Median Salary Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$40,000	$43,000	$52,000	$50,000	$71,000	$65,000	$76,000	$85,000
UNIVERSITY GROUP ADMINISTRATOR	$40,000	$39,500	$48,750	$48,284	$53,000	$58,500	$49,585	$60,000
ASSOCIATE ADMINISTRATOR	$36,000	$38,500	$41,300	$39,500	$43,400	$47,980	*	$65,000
ASSISTANT ADMINISTRATOR	$27,000	$42,500	$39,000	$31,800	$37,000	$40,000	*	$45,650
OFFICE MANAGER	$29,000	$22,800	$36,775	*	$47,000	$45,850	$35,300	*
CONTROLLER	*	*	$44,300	*	*	*	*	$47,200
CHIEF FINANCIAL OFFICER	*	*	$42,900	*	*	$55,000	*	$52,300
BUSINESS MANAGER	$33,500	$30,000	$43,000	$40,000	$49,500	$37,750	$50,000	$42,500
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$43,000
MEDICAL DIRECTOR	*	*	*	*	*	*	*	$97,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 9D: 75th Percentile Salary Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$47,500	$50,000	$66,000	$60,000	$85,000	$75,000	$95,000	$110,900
UNIVERSITY GROUP ADMINISTRATOR	$44,000	$43,000	$62,500	$52,250	$62,000	$68,300	$60,000	$79,700
ASSOCIATE ADMINISTRATOR	$54,000	$47,160	$45,000	$44,100	$50,000	$53,500	*	$76,000
ASSISTANT ADMINISTRATOR	$39,000	$47,000	$47,861	$40,000	$43,000	$46,000	*	$54,000
OFFICE MANAGER	$33,600	$32,100	$40,000	*	$52,800	$48,000	$40,000	*
CONTROLLER	*	*	$50,700	*	*	*	*	$53,000
CHIEF FINANCIAL OFFICER	*	*	$60,300	*	*	$58,500	*	$65,000
BUSINESS MANAGER	$40,000	$35,000	$53,300	$44,500	$60,000	$51,150	$65,000	$52,800
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$50,700
MEDICAL DIRECTOR	*	*	*	*	*	*	*	$120,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 10A: Number of Responding Members Providing Salary Data by Position and Number of FTE Physicians

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6.00 OR FEWER	6.01 TO 15.00	15.01 TO 25.00	25.01 TO 35.00	35.01 TO 50.00	50.01 TO 100.00	100.01 OR MORE
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	354	355	151	67	65	70	56
UNIVERSITY GROUP ADMINISTRATOR	24	36	42	19	20	18	39
ASSOCIATE ADMINISTRATOR	25	25	18	10	12	24	46
ASSISTANT ADMINISTRATOR	18	31	22	26	28	40	48
OFFICE MANAGER	169	44	5	4	2	4	5
CONTROLLER	6	6	1	6	7	6	4
CHIEF FINANCIAL OFFICER	10	5	6	6	14	16	17
BUSINESS MANAGER	303	119	47	9	9	11	19
PERSONNEL DIRECTOR	0	0	2	2	4	5	7
MEDICAL DIRECTOR	3	0	2	0	3	4	0
PHYSICIAN PARTNER/SHAREHOLDER	2	2	1	1	0	0	0
OTHER	1	2	0	1	0	2	4

Table 10B: 25th Percentile Salary Data by Position and Number of FTE Physicians

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6.00 OR FEWER	6.01 TO 15.00	15.01 TO 25.00	25.01 TO 35.00	35.01 TO 50.00	50.01 TO 100.00	100.01 OR MORE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$36,400	$44,000	$51,000	$63,000	$72,000	$78,000	$77,100
UNIVERSITY GROUP ADMINISTRATOR	$32,936	$38,200	$40,000	$45,500	$44,040	$47,000	$45,000
ASSOCIATE ADMINISTRATOR	$30,000	$33,000	$41,483	$41,000	$44,000	$53,750	$50,000
ASSISTANT ADMINISTRATOR	$24,100	$25,000	$32,000	$34,150	$37,000	$36,950	$38,400
OFFICE MANAGER	$25,000	$32,175	*	*	*	*	*
CONTROLLER	$38,100	$37,000	*	$25,700	$30,000	$36,500	*
CHIEF FINANCIAL OFFICER	$31,000	*	$42,650	$40,400	$40,000	$43,750	$54,500
BUSINESS MANAGER	$30,000	$35,000	$38,000	$34,500	$37,500	$30,000	$35,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	$43,000
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 10C: Median Salary Data by Position and Number of FTE Physicians

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6.00 OR FEWER	6.01 TO 15.00	15.01 TO 25.00	25.01 TO 35.00	35.01 TO 50.00	50.01 TO 100.00	100.01 OR MORE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$44,650	$52,000	$61,500	$70,000	$80,000	$91,500	$96,900
UNIVERSITY GROUP ADMINISTRATOR	$41,000	$48,000	$46,238	$60,000	$50,925	$52,500	$55,000
ASSOCIATE ADMINISTRATOR	$37,000	$38,000	$46,910	$45,550	$52,250	$65,000	$65,000
ASSISTANT ADMINISTRATOR	$32,738	$34,800	$37,304	$38,250	$40,000	$44,600	$49,000
OFFICE MANAGER	$30,000	$37,000	*	*	*	*	*
CONTROLLER	$43,150	$39,700	*	$46,034	$36,000	$47,550	*
CHIEF FINANCIAL OFFICER	$43,400	*	$56,000	$55,000	$49,450	$50,800	$65,000
BUSINESS MANAGER	$35,000	$42,000	$48,000	$42,700	$41,200	$37,000	$43,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	$60,000
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

Table 10D: 75th Percentile Salary Data by Position and Number of FTE Physicians

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6.00 OR FEWER	6.01 TO 15.00	15.01 TO 25.00	25.01 TO 35.00	35.01 TO 50.00	50.01 TO 100.00	100.01 OR MORE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$55,000	$69,000	$78,000	$85,000	$85,000	$115,000	$120,000
UNIVERSITY GROUP ADMINISTRATOR	$44,189	$53,450	$56,000	$75,000	$61,000	$60,000	$82,400
ASSOCIATE ADMINISTRATOR	$45,000	$45,000	$55,000	$48,000	$66,100	$75,500	$75,000
ASSISTANT ADMINISTRATOR	$41,000	$42,000	$45,100	$46,000	$49,000	$51,775	$59,200
OFFICE MANAGER	$35,000	$45,250	*	*	*	*	*
CONTROLLER	$47,000	$47,800	*	$52,000	$40,800	$57,000	*
CHIEF FINANCIAL OFFICER	$55,000	*	$58,500	$60,000	$54,000	$61,250	$85,000
BUSINESS MANAGER	$43,000	$51,300	$59,600	$49,500	$45,000	$66,000	$52,800
PERSONNEL DIRECTOR	*	*	*	*	*	*	$65,000
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 11A: Number of Responding Members Providing Salary Data by Position and Number of Personnel Supervised

POSITION DESCRIPTION	NUMBER OF PERSONNEL SUPERVISED						
	LESS THAN 6	6 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 AND OVER
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	20	93	191	314	238	159	117
UNIVERSITY GROUP ADMINISTRATOR	10	28	33	50	38	27	15
ASSOCIATE ADMINISTRATOR	9	26	20	30	22	30	29
ASSISTANT ADMINISTRATOR	28	28	23	36	39	38	22
OFFICE MANAGER	18	99	67	47	5	0	0
CONTROLLER	12	8	6	5	4	1	0
CHIEF FINANCIAL OFFICER	10	16	8	22	13	3	3
BUSINESS MANAGER	40	150	178	111	35	2	2
PERSONNEL DIRECTOR	13	3	1	0	1	1	0
MEDICAL DIRECTOR	1	0	2	2	4	2	1
PHYSICIAN PARTNER/SHAREHOLDER	0	2	0	1	2	1	0
OTHER	2	5	2	1	0	0	1

Table 11B: 25th Percentile Salary Data by Position and Number of Personnel Supervised

POSITION DESCRIPTION	NUMBER OF PERSONNEL SUPERVISED						
	LESS THAN 6	6 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 AND OVER
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$36,600	$36,000	$35,000	$42,400	$48,000	$61,300	$81,000
UNIVERSITY GROUP ADMINISTRATOR	$34,349	$32,436	$36,600	$40,000	$45,700	$48,000	$57,000
ASSOCIATE ADMINISTRATOR	$30,000	$32,700	$35,500	$33,200	$45,000	$47,000	$65,000
ASSISTANT ADMINISTRATOR	$27,500	$28,400	$34,500	$30,000	$35,000	$36,100	$40,000
OFFICE MANAGER	$22,200	$25,000	$28,000	$31,000	*	*	*
CONTROLLER	$29,500	$36,800	$39,000	*	*	*	*
CHIEF FINANCIAL OFFICER	$39,500	$42,250	$42,500	$42,500	$49,000	*	*
BUSINESS MANAGER	$29,300	$30,000	$31,000	$34,500	$33,400	*	*
PERSONNEL DIRECTOR	$30,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 11C: Median Salary Data by Position and Number of Personnel Supervised

POSITION DESCRIPTION	NUMBER OF PERSONNEL SUPERVISED						
	LESS THAN 6	6 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 AND OVER
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$49,750	$45,900	$42,561	$50,000	$58,250	$72,000	$98,300
UNIVERSITY GROUP ADMINISTRATOR	$42,189	$42,456	$41,100	$48,250	$55,500	$53,000	$82,400
ASSOCIATE ADMINISTRATOR	$45,000	$39,500	$43,400	$39,500	$51,350	$57,500	$73,500
ASSISTANT ADMINISTRATOR	$38,400	$36,500	$42,500	$36,363	$40,750	$46,675	$48,000
OFFICE MANAGER	$28,096	$28,500	$33,000	$37,000	*	*	*
CONTROLLER	$36,500	$43,500	$43,534	*	*	*	*
CHIEF FINANCIAL OFFICER	$42,825	$54,750	$49,300	$53,500	$58,590	*	*
BUSINESS MANAGER	$34,100	$35,000	$37,000	$40,000	$43,680	*	*
PERSONNEL DIRECTOR	$36,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

Table 11D: 75th Percentile Salary Data by Position and Number of Personnel Supervised

POSITION DESCRIPTION	NUMBER OF PERSONNEL SUPERVISED						
	LESS THAN 6	6 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 AND OVER
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$51,650	$64,500	$55,000	$65,000	$73,864	$85,000	$122,500
UNIVERSITY GROUP ADMINISTRATOR	$49,300	$53,250	$48,315	$58,400	$68,400	$60,000	$100,000
ASSOCIATE ADMINISTRATOR	$50,000	$46,500	$56,000	$48,000	$60,000	$67,000	$87,000
ASSISTANT ADMINISTRATOR	$4[illegible],000	$42,000	$50,500	$48,750	$50,000	$53,000	$58,900
OFFICE MANAGER	$35,000	$33,500	$39,000	$44,500	*	*	*
CONTROLLER	$44,150	$52,000	$47,800	*	*	*	*
CHIEF FINANCIAL OFFICER	$54,000	$62,500	$52,850	$63,900	$71,750	*	*
BUSINESS MANAGER	$43,000	$45,000	$46,000	$51,300	$56,000	*	*
PERSONNEL DIRECTOR	$43,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 12A: Number of Responding Members Providing Salary Data by Position and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	13	38	72	52	32	53	40	105
UNIVERSITY GROUP ADMINISTRATOR	17	1	14	9	21	6	4	2
ASSOCIATE ADMINISTRATOR	6	2	7	4	4	3	0	2
ASSISTANT ADMINISTRATOR	5	1	7	3	1	2	3	2
OFFICE MANAGER	13	15	18	16	16	4	4	34
CONTROLLER	2	1	2	1	0	0	1	2
CHIEF FINANCIAL OFFICER	0	0	1	0	1	4	2	3
BUSINESS MANAGER	26	19	42	24	38	15	45	76
MEDICAL DIRECTOR	0	0	1	0	0	1	0	0
PHYSICIAN PARTNER/SHAREHOLDER	0	0	0	0	0	0	1	1
OTHER	1	0	1	1	1	0	0	0

Table 12B: 25th Percentile Salary Data by Position and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$50,000	$39,000	$32,550	$40,250	$40,319	$45,000	$58,950	$45,000
UNIVERSITY GROUP ADMINISTRATOR	$38,400	*	$33,100	$45,500	$36,700	$41,000	*	*
ASSOCIATE ADMINISTRATOR	$47,000	*	$33,000	*	*	*	*	*
ASSISTANT ADMINISTRATOR	*	*	$24,000	*	*	*	*	*
OFFICE MANAGER	$32,000	$25,200	$22,000	$23,500	$28,940	*	*	$30,000
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	*
BUSINESS MANAGER	$38,000	$33,500	$27,147	$30,650	$31,400	$34,000	$42,500	$33,500
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 12C: Median Salary Data by Position and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$65,000	$49,250	$38,200	$48,500	$47,100	$55,000	$72,500	$55,000
UNIVERSITY GROUP ADMINISTRATOR	$45,475	*	$41,300	$55,000	$49,000	$42,000	*	*
ASSOCIATE ADMINISTRATOR	$52,500	*	$38,000	*	*	*	*	*
ASSISTANT ADMINISTRATOR	*	*	$25,000	*	*	*	*	*
OFFICE MANAGER	$33,000	$35,000	$29,000	$27,200	$33,250	*	*	$33,350
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	*
BUSINESS MANAGER	$44,400	$38,200	$30,500	$36,250	$35,150	$37,500	$49,100	$41,750
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 12D: 75th Percentile Salary Data by Position and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$90,000	$62,000	$49,150	$69,050	$68,150	$74,000	$87,000	$74,000
UNIVERSITY GROUP ADMINISTRATOR	$52,932	*	$53,000	$75,000	$54,000	$68,400	*	*
ASSOCIATE ADMINISTRATOR	$60,000	*	$40,300	*	*	*	*	*
ASSISTANT ADMINISTRATOR	*	*	$35,000	*	*	*	*	*
OFFICE MANAGER	$39,000	$43,000	$31,000	$31,800	$37,175	*	*	$37,000
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	*
BUSINESS MANAGER	$58,800	$40,300	$38,000	$40,963	$43,800	$45,500	$59,600	$51,500
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 13A: Number of Responding Members Providing Salary Data by Position and MGMA Section

POSITION DESCRIPTION	MGMA SECTION			
	EASTERN	MIDWEST	SOUTHERN	WESTERN
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	208	292	334	291
UNIVERSITY GROUP ADMINISTRATOR	74	47	59	20
ASSOCIATE ADMINISTRATOR	34	60	38	32
ASSISTANT ADMINISTRATOR	37	74	54	51
OFFICE MANAGER	39	54	83	60
CONTROLLER	5	9	13	8
CHIEF FINANCIAL OFFICER	9	23	22	21
BUSINESS MANAGER	127	122	146	120
PERSONNEL DIRECTOR	2	10	4	4
MEDICAL DIRECTOR	4	5	1	2
PHYSICIAN PARTNER/SHAREHOLDER	1	1	2	2
OTHER	4	4	0	3

Table 13B: 25th Percentile Salary Data by Position and MGMA Section

POSITION DESCRIPTION	MGMA SECTION			
	EASTERN	MIDWEST	SOUTHERN	WESTERN
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$44,650	$44,000	$41,000	$45,900
UNIVERSITY GROUP ADMINISTRATOR	$39,000	$41,100	$40,000	$39,025
ASSOCIATE ADMINISTRATOR	$40,000	$36,950	$41,000	$41,200
ASSISTANT ADMINISTRATOR	$32,100	$34,150	$35,000	$35,000
OFFICE MANAGER	$25,975	$25,200	$26,000	$27,796
CONTROLLER	*	$40,300	$35,000	$33,500
CHIEF FINANCIAL OFFICER	$46,000	$42,400	$40,000	$42,500
BUSINESS MANAGER	$31,400	$30,000	$32,000	$32,000
PERSONNEL DIRECTOR	*	$34,300	*	*
MEDICAL DIRECTOR	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*
OTHER	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 13C: Median Salary Data by Position and MGMA Section

POSITION DESCRIPTION	MGMA SECTION			
	EASTERN	MIDWEST	SOUTHERN	WESTERN
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$55,600	$54,375	$53,350	$60,000
UNIVERSITY GROUP ADMINISTRATOR	$48,534	$53,000	$50,000	$42,550
ASSOCIATE ADMINISTRATOR	$45,750	$52,700	$47,500	$47,980
ASSISTANT ADMINISTRATOR	$40,000	$40,000	$38,554	$45,000
OFFICE MANAGER	$33,000	$32,450	$30,600	$30,413
CONTROLLER	*	$46,000	$36,500	$39,900
CHIEF FINANCIAL OFFICER	$52,600	$54,000	$54,750	$52,000
BUSINESS MANAGER	$37,000	$36,000	$40,000	$37,450
PERSONNEL DIRECTOR	*	$43,500	*	*
MEDICAL DIRECTOR	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*
OTHER	*	*	*	*

Table 13D: 75th Percentile Salary Data by Position and MGMA Section

POSITION DESCRIPTION	MGMA SECTION			
	EASTERN	MIDWEST	SOUTHERN	WESTERN
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$75,000	$72,500	$76,000	$82,000
UNIVERSITY GROUP ADMINISTRATOR	$65,400	$68,400	$57,000	$46,194
ASSOCIATE ADMINISTRATOR	$60,000	$67,150	$60,000	$65,000
ASSISTANT ADMINISTRATOR	$45,300	$50,000	$46,730	$52,000
OFFICE MANAGER	$39,000	$36,350	$38,500	$37,000
CONTROLLER	*	$47,200	$41,068	$51,500
CHIEF FINANCIAL OFFICER	$58,500	$60,000	$63,900	$65,000
BUSINESS MANAGER	$50,000	$47,000	$50,000	$45,198
PERSONNEL DIRECTOR	*	$65,000	*	*
MEDICAL DIRECTOR	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*
OTHER	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 14A: Number of Responding Members Providing Fringe Benefits Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	167	82	161	120	138	146	32	160
UNIVERSITY GROUP ADMINISTRATOR	30	7	19	16	29	14	10	40
ASSOCIATE ADMINISTRATOR	15	6	11	10	9	19	3	65
ASSISTANT ADMINISTRATOR	14	8	8	11	9	25	1	96
OFFICE MANAGER	105	15	33	5	12	5	7	3
CONTROLLER	2	1	4	2	2	4	2	14
CHIEF FINANCIAL OFFICER	2	0	6	1	4	9	5	42
BUSINESS MANAGER	183	30	107	31	46	15	12	16
PERSONNEL DIRECTOR	0	0	0	0	0	0	0	12
MEDICAL DIRECTOR	2	0	0	1	0	2	0	5
PHYSICIAN PARTNER/SHAREHOLDER	0	0	2	0	0	1	0	0
OTHER	1	0	1	0	0	0	0	3

Table 14B: 25th Percentile Fringe Benefits Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS
CHIEF ADMINISTRATOR	$5,120	$5,000	$7,100	$6,275	$10,200	$9,400	$11,100	$12,510
UNIVERSITY GROUP ADMINISTRATOR	$5,650	$3,648	$7,450	$5,775	$7,450	$10,000	$7,550	$8,588
ASSOCIATE ADMINISTRATOR	$4,774	$3,200	$5,285	$5,500	$7,287	$6,200	*	$8,750
ASSISTANT ADMINISTRATOR	$2,800	$3,638	$4,400	$4,456	$6,250	$5,050	*	$5,160
OFFICE MANAGER	$3,940	$3,515	$6,700	*	$10,043	*	$3,400	*
CONTROLLER	*	*	*	*	*	*	*	$7,700
CHIEF FINANCIAL OFFICER	*	*	$6,900	*	*	$7,300	*	$6,450
BUSINESS MANAGER	$5,200	$3,400	$7,600	$4,450	$8,500	$5,950	$9,525	$5,550
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$5,075
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 14C: Median Fringe Benefits Data by Position, Cash Collections, and Group Type

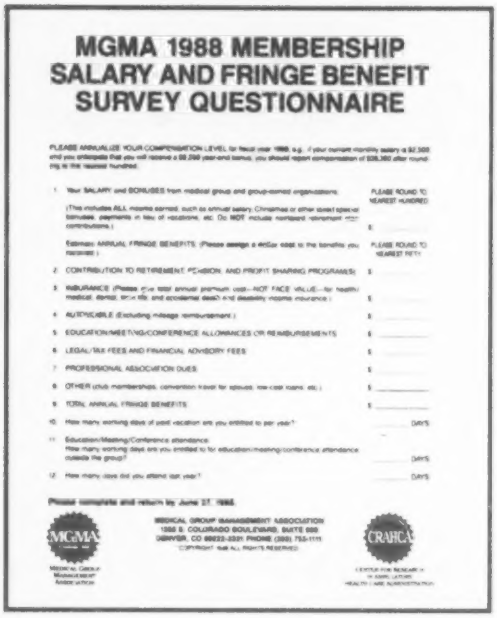
POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS
CHIEF ADMINISTRATOR	$8,350	$7,500	$12,500	$9,038	$15,900	$12,722	$15,825	$17,520
UNIVERSITY GROUP ADMINISTRATOR	$8,855	$7,096	$11,450	$7,875	$11,371	$11,135	$10,475	$10,879
ASSOCIATE ADMINISTRATOR	$7,700	$4,767	$6,500	$5,441	$9,500	$8,075	*	$12,350
ASSISTANT ADMINISTRATOR	$4,038	$5,164	$8,420	$4,980	$7,450	$7,500	*	$8,398
OFFICE MANAGER	$5,485	$5,750	$9,450	*	$13,070	*	$7,550	*
CONTROLLER	*	*	*	*	*	*	*	$8,000
CHIEF FINANCIAL OFFICER	*	*	$8,150	*	*	$9,600	*	$9,075
BUSINESS MANAGER	$7,150	$6,525	$10,600	$7,100	$10,785	$11,800	$11,450	$8,125
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$6,780
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 14D: 75th Percentile Fringe Benefits Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS
CHIEF ADMINISTRATOR	$11,550	$11,850	$16,600	$12,925	$22,500	$17,390	$20,850	$24,250
UNIVERSITY GROUP ADMINISTRATOR	$11,000	$10,150	$14,645	$11,500	$16,150	$17,500	$13,000	$13,400
ASSOCIATE ADMINISTRATOR	$11,800	$5,350	$9,750	$9,750	$15,800	$11,350	*	$14,100
ASSISTANT ADMINISTRATOR	$5,700	$7,150	$9,500	$6,250	$9,848	$9,500	*	$12,378
OFFICE MANAGER	$7,600	$7,550	$10,568	*	$15,040	*	$9,450	*
CONTROLLER	*	*	*	*	*	*	*	$9,100
CHIEF FINANCIAL OFFICER	*	*	$20,000	*	*	$10,000	*	$11,750
BUSINESS MANAGER	$10,150	$9,000	$15,050	$9,370	$17,100	$14,800	$20,281	$10,975
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$9,563
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data



MGMA 1988 MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY QUESTIONNAIRE

PLEASE ANNUALIZE YOUR COMPENSATION LEVEL for fiscal year 1988, e.g., if your current monthly salary is $2,500 and you anticipate that you will receive a $2,500 year-end bonus, you should report compensation of $32,500 after rounding to the nearest hundred.

1. Your SALARY and BONUSES from medical group and group-owned organizations. PLEASE ROUND TO NEAREST HUNDRED
   (This includes ALL income earned, such as annual salary, Christmas or other bonus special bonuses, payments in lieu of vacations, etc. Do NOT include nonstaff retirement plan contributions.) $ _____
   Estimate ANNUAL FRINGE BENEFITS. (Please assign a dollar cost to the benefits you receive.) PLEASE ROUND TO NEAREST TEN
2. CONTRIBUTION TO RETIREMENT, PENSION, AND PROFIT SHARING PROGRAMS: $ _____
3. INSURANCE (Please give total annual premium cost—NOT FACE VALUE—for health/medical, dental, term life, and accidental death and disability income insurance.) $ _____
4. AUTOMOBILE (Excluding mileage reimbursement.) $ _____
5. EDUCATION/MEETING/CONFERENCE ALLOWANCES OR REIMBURSEMENTS: $ _____
6. LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES: $ _____
7. PROFESSIONAL ASSOCIATION DUES: $ _____
8. OTHER (club memberships, conversion travel for spouse, low-cost loans, etc.) $ _____
9. TOTAL ANNUAL FRINGE BENEFITS: $ _____
10. How many working days of paid vacation are you entitled to per year? _____ DAYS
11. Education/Meeting/Conference attendance.
    How many working days are you entitled to for education/meeting/conference attendance outside the group? _____ DAYS
12. How many days did you attend last year? _____ DAYS

Please complete and return by June 27, 1988.

MEDICAL GROUP MANAGEMENT ASSOCIATION
1355 S. COLORADO BOULEVARD, SUITE 900
DENVER, CO 80222-3231 PHONE (303) 753-1111
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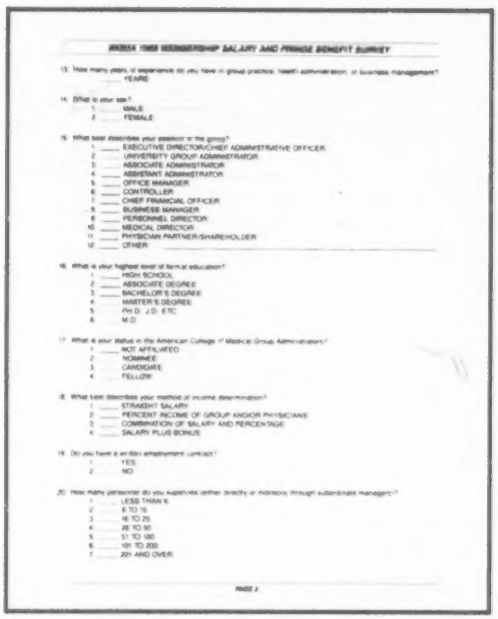
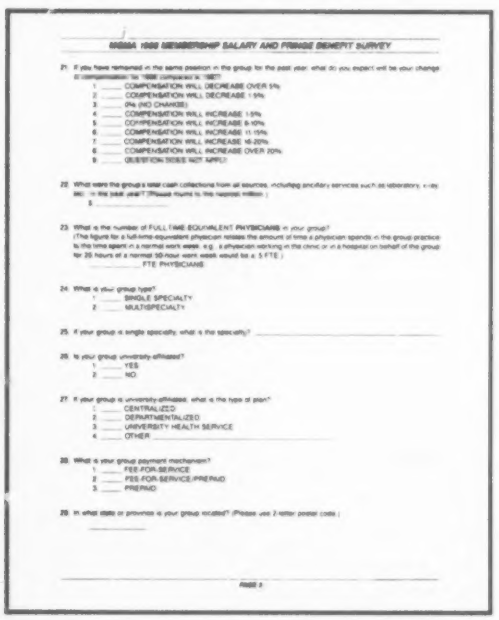
Medical Group Management Association

CENTER FOR RESEARCH IN AMBULATORY HEALTH CARE ADMINISTRATION



13. How many years of experience do you have in group practice, health administration, or business management?
    _____ YEARS
14. What is your sex?
    1. _____ MALE
    2. _____ FEMALE
15. What best describes your position in the group?
    1. _____ EXECUTIVE DIRECTOR/CHIEF ADMINISTRATIVE OFFICER
    2. _____ UNIVERSITY GROUP ADMINISTRATOR
    3. _____ ASSOCIATE ADMINISTRATOR
    4. _____ ASSISTANT ADMINISTRATOR
    5. _____ OFFICE MANAGER
    6. _____ CONTROLLER
    7. _____ CHIEF FINANCIAL OFFICER
    8. _____ BUSINESS MANAGER
    9. _____ PERSONNEL DIRECTOR
    10. _____ MEDICAL DIRECTOR
    11. _____ PHYSICIAN PARTNER/SHAREHOLDER
    12. _____ OTHER _____
16. What is your highest level of formal education?
    1. _____ HIGH SCHOOL
    2. _____ ASSOCIATE DEGREE
    3. _____ BACHELOR'S DEGREE
    4. _____ MASTER'S DEGREE
    5. _____ PH.D., J.D., ETC.
    6. _____ M.D.
17. What is your status in the American College of Medical Group Administrators?
    1. _____ NOT AFFILIATED
    2. _____ NOMINEE
    3. _____ CANDIDATE
    4. _____ FELLOW
18. What best describes your method of income determination?
    1. _____ STRAIGHT SALARY
    2. _____ PERCENT INCOME OF GROUP AND/OR PHYSICIANS
    3. _____ COMBINATION OF SALARY AND PERCENTAGE
    4. _____ SALARY PLUS BONUS
19. Do you have a written employment contract?
    1. _____ YES
    2. _____ NO
20. How many personnel do you supervise (either directly or indirectly through subordinate managers)?
    1. _____ LESS THAN 6
    2. _____ 6 TO 15
    3. _____ 16 TO 25
    4. _____ 26 TO 50
    5. _____ 51 TO 100
    6. _____ 101 TO 200
    7. _____ 201 AND OVER



21. If you have remained in the same position in the group for the past year, what do you expect will be your change in compensation for 1988 compared to 1987?
    1. _____ COMPENSATION WILL DECREASE OVER 5%
    2. _____ COMPENSATION WILL DECREASE 1-5%
    3. _____ 0% (NO CHANGE)
    4. _____ COMPENSATION WILL INCREASE 1-5%
    5. _____ COMPENSATION WILL INCREASE 6-10%
    6. _____ COMPENSATION WILL INCREASE 11-15%
    7. _____ COMPENSATION WILL INCREASE 16-20%
    8. _____ COMPENSATION WILL INCREASE OVER 20%
    9. _____ QUESTION DOES NOT APPLY
22. What were the group's total cash collections from all sources, including ancillary services such as laboratory, x-ray, etc., in the past year? (Please round to the nearest million.)
    $ _____
23. What is the number of FULL-TIME EQUIVALENT PHYSICIANS in your group?
    (The figure for a full-time-equivalent physician relates the amount of time a physician spends in the group practice to the time spent in a normal work week, e.g., a physician working in the clinic or in a hospital on behalf of the group for 20 hours of a normal 50-hour work week would be a .5 FTE.)
    _____ FTE PHYSICIANS
24. What is your group type?
    1. _____ SINGLE SPECIALTY
    2. _____ MULTISPECIALTY
25. If your group is single specialty, what is the specialty? _____
26. Is your group university-affiliated?
    1. _____ YES
    2. _____ NO
27. If your group is university-affiliated, what is the type of plan?
    1. _____ CENTRALIZED
    2. _____ DEPARTMENTALIZED
    3. _____ UNIVERSITY HEALTH SERVICE
    4. _____ OTHER _____
28. What is your group payment mechanism?
    1. _____ FEE-FOR-SERVICE
    2. _____ FEE-FOR-SERVICE/PREPAID
    3. _____ PREPAID
29. In what state or province is your group located? (Please use 2-letter postal code.)
    _____

IF YOU DO NOT WANT TO COMPLETE THIS SURVEY QUESTIONNAIRE, PLEASE RETURN IT TO MGMA, INDICATING YOUR CONCERNS BELOW. Your response is appreciated and will be used in evaluating the survey. Any other suggestions for content or format changes are also solicited. Since the MGMA Salary and Fringe Benefit Survey is anonymous, if you want a response to a question, either note your name, group, address, and phone number below, or write your question using medical group letterhead. If you identify yourself, your questions will be answered.

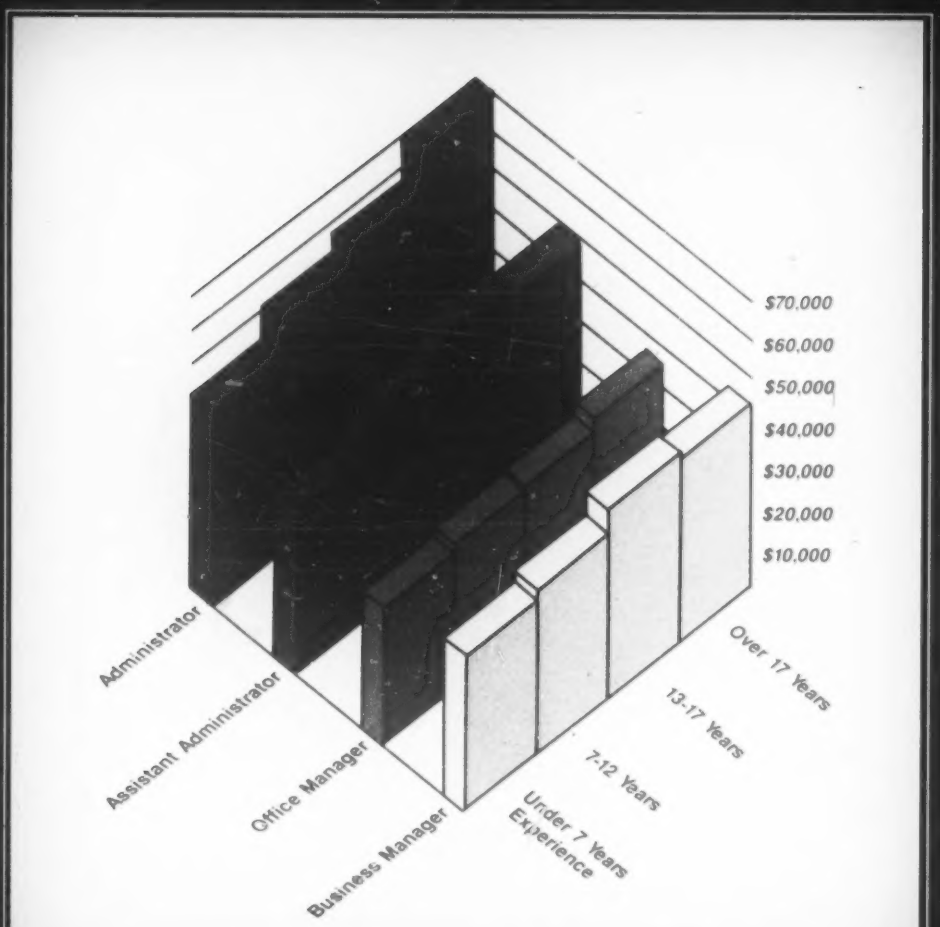
SUGGESTIONS AND COMMENTS:

THANK YOU FOR YOUR TIME AND EFFORT IN COMPLETING THIS SURVEY!

Sincerely,

MGMA Financial Management Committee and
MGMA/CRAHCA Staff

Please return your completed questionnaire no later than June 27, 1988 to: MGMA Salary and Fringe Benefit Survey, 1355 South Colorado Blvd., Suite 900, Denver, Colorado 80222. A pre-addressed envelope is provided for your convenience.



Median Annual Salary and Bonus by Position and Years of Experience

MEDICAL GROUP MANAGEMENT ASSOCIATION
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